

INSCOM JOURNAL

April - June 2000

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

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STAY ARMED

Inside this issue:

'High' over staying Army!

Programmable antenna invented

Guardrail rules the skies

Noonan gets third star, will lead Army MI

By Shirley K. Startzman

Lt. Gen. Robert W. Noonan Jr., commander of the U.S. Army Intelligence and Security Command, became the Army's newest lieutenant general July 13 at an 8:30 a.m. promotion ceremony at Fort Belvoir, Va. Gen. John M. Keane, Army vice chief of staff, promoted Noonan in front of the command's headquarters. Noonan will become the U.S. Army's deputy chief of staff for intelligence, the Army's highest-ranking intelligence officer. He succeeds Lt. Gen. Claudia J. Kennedy, the Army's first female three-star general.

"It is fitting to have the promotion here at INSCOM," said Keane. "He (Noonan) reaffirms his commitment to this nation when he steps forward to accept the promotion to three-star. He is a zealot for getting the right information to our commanders at the right time...a superbly gifted leader," he said.

Keane and Noonan's younger brother, David, pinned the third stars on the general's shoulders. The new lieutenant general then addressed the crowd of intelligence personnel.

"This is a great honor," said Noonan. "I don't take it lightly. I'm honored to be the deputy chief of staff for intelligence for the Army...there's nothing I would rather be than be in this Army."

Kennedy is confident that Noonan will be successful.

"I feel very good about watching Bob Noonan pin on his third star and be addressed (as the next senior intelligence officer in the U. S. Army) by the vice chief," said Kennedy. "I have a lot of confidence in Bob. I know he will bring innovations to the field."



Gen. John M. Keane (left) pins the third star on Lt. Gen. Robert W. Noonan Jr., the Army's incoming deputy chief of staff for intelligence. (Photo by Sgt. Trinace Rutledge)



Startzman is a public affairs media specialist at the U.S. Army Intelligence and Security Command.



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Front Cover

Sgt. Katrina Thompson held her "Stay Army" sign in a 15,000-foot free fall tandem parachute skydive shortly after reenlisting in the U.S. Army. Lt. Col. Wade Woolfrey, commander of the 748th Military Intelligence Battalion, 702nd Military Intelligence Group, U.S. Army Intelligence and Security Command, jumped with Thompson and guided the two to earth. (Photo by Tim Hanrahan)

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'High' over staying Army!

By Spc. Melissa Letterer

Sgt. Katrina Thompson had a death grip on her sign, "Stay Army," as she celebrated her re-enlistment with a tandem parachute jump from 15,000 feet in the air.

"I was determined to jump with it even though everyone joked that I would drop it," said Thompson. "As a matter of fact, they joked that I was so terrified that my fingers had to be pried from the sign once we landed."

The "we" included her battalion commander, Lt. Col. Wade Woolfrey, 748th MI Battalion. Woolfrey offers his soldiers a re-enlistment high like no other: the unforgettable experience of skydiving. When Thompson told Woolfrey she wanted a taste of airborne school, the veteran of more than 5,000 jumps grabbed his 57-pound



Count me in!

Sgt. Katrina Thompson (right) re-enlisted on an airport tarmac near San Antonio, Texas, repeating the oath from Lt. Col. Wade Woolfrey (left), commander of the 748th Military Intelligence Battalion. After re-enlisting, Thompson joined Woolfrey in a tandem parachute skydive to celebrate her decision to "Stay Army." (Photo by Tim Hanrahan)

tandem built for two and made it happen.

"I can experience all of their emotions; fear and excitement during the different stages of jumping, such as the adrenaline rush during the jump and their knees feeling like Jell-O when they land," Woolfrey said.

When asked how she felt about the jump, Thompson said she "was never really scared, but the night before I felt a little anxious. I felt confident that everything would be okay because of my belief in God and my trust in Lt. Col. Woolfrey's abilities as an instructor. On the day of the jump,

Commander 'jumps' for the thrill of it

By Spc. Melissa Letterer

Lt. Col. Wade Woolfrey got his first taste of parachuting during college ROTC when he was selected to attend airborne school. At graduation, he saw a performance of the Silver Wings, a team at Fort Benning, Ga., of winged canopies who could land tiptoe.

"That's what I want to do," he said. The rest is history.

A veteran of over 5,000 successful parachute landings, the commander of the 748th MI Battalion, 702nd MI Group, is the 1998 world record holder for large formation skydiving. He plans to compete for the Texas state record and the world record for the largest free-fall formation this summer.

"It was great having the chance to share the thrill of free-fall parachuting with a soldier I know," said Woolfrey. "I've taken a lot of soldiers tandem, even two of my previous battalion commanders. Sharing in their excitement, that's why it's fun for me."



my confidence was really given a boost when I saw my husband and co-workers there to support me. The camaraderie and esprit-de-corps was just overwhelming and made me so proud to be a soldier."

Staff Sgt. Timothy Spratley, battalion career counselor, added a special touch to the jump, handing her the "Stay Army" sign she carried to the ground near San Antonio, Texas.

After re-enlisting on the airport tarmac, Thompson strapped on a parachute harness while Woolfrey secured the tandem built to hold them together during the skydive. The pair exited the Super Otter aircraft with free-fall cameraman Tim Hanrahan. Hanrahan captured the free-fall on film until Woolfrey deployed the parachute at 4,500 feet. After opening the main parachute, Woolfrey checked the canopy and handed the steering toggles to Thompson, giving her the on-the-job training of a life time.

"When the chute opened was the only time I really was frightened because I didn't realize how quickly the parachute would open and how I would be slowed down so fast!" said Thompson.

As the four-minute canopy ride approached the final 1,000 feet, Woolfrey took control of the canopy, guiding the parachute to a graceful, tiptoe landing and a waiting crowd of supporters running to congratulate them.

Both jumpers felt the camaraderie of the company, family and friends. "It makes it fun to see their expressions," said Woolfrey. "They (the crowd) got a lot out of watching Sgt. Thompson. For some, the fear factor of skydiving themselves is too high so they experienced it through her," he said.

Thompson said she "feels great" now that she is a member of an elite group that has skydived with one of the best - her commander! Several other soldiers of the 748th MI Bat-

Army values demonstrated

Sgt. Katrina Thompson's re-enlistment jump remained in the hearts and minds of many soldiers in the 748th MI Battalion. They viewed the video of her skydive as part of a command information brief of Army values. Thompson demonstrated courage as she jumped for the first time, Army loyalty with her sign and confidence as she followed her commander. Lt. Col. Wade Woolfrey, commander of the 748th MI Battalion, skillfully led her down 15,000 feet in an expertly executed tandem skydive that was technically and tactically proficient, setting the example for all his soldiers.



Stay Army!

Sgt. Katrina Thompson held her "Stay Army" sign in a 15,000-foot, free fall tandem parachute skydive shortly after taking the oath of re-enlistment. Lt. Col. Wade Woolfrey literally pulled the strings to open their parachute before passing the reins to Thompson. Woolfrey commands the 748th MI Battalion, 702nd Military Intelligence Group, U.S. Army Intelligence and Security Command. (Photo by Tim Hanrahan)

talion are considering a "sky high" Texas reenlistment.

Military Intelligence Group, U.S. Army Intelligence and Security Command, in San Antonio, Texas.



Spc. Melissa Letterer is assigned to the 748th MI Battalion, 702nd

Programmable antenna invented

By Spc. Jesse L Rostveit

The programmable antenna we invented can dynamically change its shape to maximize its received signal strength," said Maj. Celia Webb. "It is actually a bit more complicated than this but I think you get the idea."

Webb and her colleague, Navy Lt. Joseph Brennan, invented a sophisticated piece of communications equipment called a "programmable antenna." Webb is an officer at the Headquarters and Headquarters Company, 704th MI Brigade, and doubles as the brigade's inspector general. Brennan is a member of the National Security Agency's Engineering Branch.

Webb said they created the device out of necessity.

"We had been keeping up with the latest advances in the areas of neural networks and genetic algorithms but, commercially, we weren't finding what we wanted," she said. "There are many different varieties of antennae, but we needed to come up with something that was specific to our needs. Commercial fields are continuously moving towards smaller equipment, but the advances they were making weren't moving fast enough for us. In July 1998, Lt. Brennan and I were brain storming... we started saying, 'Wouldn't it be nice if we had something that could do this?'"

By late August, the two had a plan. "It's really a great idea," said Webb. "You can use it in all sorts of ways, in the noses of aircraft, ships, submarines or even in your car."

The antenna is a flat layout of soldered wire that easily could be imbedded in the roof of your car. It could handle all sorts of communications from your AM/FM radio, cell phone, or even a lap top Internet connection. It's lightweight, and can receive enough frequency spectrum to get a strong signal without being large and cumbersome.

The device hasn't actually been built yet because of funding. "We have placed it in an order of merit list for funding and we're hoping it gets built sometime this coming year," said Webb.

When and if the design is realized, it would replace the antenna currently used for collection gear.

"When you set up a collection site, you want something that will get the greatest signal strength while still keeping the system small enough for a soldier to carry," said Webb. "Right now, we use an antenna the size of a coffin for high frequency signals. It is transported by vehicle. The 'programmable antenna' can easily be carried by a soldier as a backpack."

The antenna design has been sent to the U.S. Patent Office for acceptance.

The NSA Patent Counsel indicates that of all the patent applications the National Security Agency has sponsored since 1943, only three other applications have had military inventors.

For her accomplishments on the antenna invention project, Webb was given an award for Professionalism in Cryptologic Engineering from NSA Director, Lt. Gen. Michael V. Hayden, which was presented by Col. Charles Berlin. She also received \$300 and a

letter of Invention Award from the National Security Agency for inventing a "programmable antenna," signed by the Deputy Director of the National Security Agency, Barbara McNamara, and the Agency's Patent Counsel, Robert Morelli. Brig. Gen. Barbara Fast presented Webb with a coin and a Certificate of Recognition as well.

Webb has been a successful leader of engineering teams that provided deployable solutions over the past 16 years.

As a systems engineer at the Command Battle Laboratory at Fort Leavenworth, Kan., Webb identified and resolved upgrades in memory, processing capabilities and operating system software.

A graduate of Indiana University in Bloomington, Ind., Webb's first Army assignment took her to Camp Casey, South Korea. Her daily mission was to computerize data collection from along the demilitarized zone. While there, she also wrote a computer program to identify both trends and anomalies in activity types and levels. Webb also instituted the security program for all computer equipment in the division.

Along her Army way, she earned a master of science degree in systems engineering from the Naval Post-graduate School in Monterey, Calif.



Rostveit is assigned to the 704th MI Brigade's public affairs office.

TOE Conversion — INSCOM is ready for war

By Shirley K. Startzman

Four brigade-sized groups, a battalion and one detachment of the U.S. Army Intelligence and Security Command will convert to a Table of Organization and Equipment (TOE) structure on June 16. This is the first phase of a three-part conversion for the command to a TOE structure over the next two years.

"INSCOM's boots have always been on the ground as an essential warfighting operational intelligence force. Now the Army will count them that way. Our requirements will equal our authorizations," said Maj. Gen. Robert W. Noonan Jr., commander of the U.S. Army Intelligence and Security Command. "We have never stopped conducting dominant intelligence, security and information operations for our military commanders," he said.

The Vice Chief of Staff of the Army began the transition in December 1996, directing INSCOM to convert to the TOE structure to the maximum extent possible.

Units converting to the TOE structure will be redesignated (renamed). Each unit will be assigned a combat unit designation and wear the appropriate uniform patches. INSCOM is following the guidelines established by the Center for Military History and the Institute of Heraldry, according to Roland Venable, special program advisor, assistant chief of staff, G1, at INSCOM.

Daily intelligence operations at the units are expected to be transparent, with no interruptions. What will be visible are the units' new names,

INSCOM Unit Redesignations

Present TDA Designation	New TOE Designation
702nd MI Group	116th MI Group
721st MI Battalion	206th MI Battalion
748th MI Battalion	314th MI Battalion
703rd MI Brigade	115th MI Group
Company A	406th MI Company
Company B	407th MI Company
Company C	408th MI Company
Company D	409th MI Company
718th MI Group	108th MI Group
Operations Company	401st MI Company
713th MI Group	109th MI Group
Operations Company	404th MI Company
751st MI Battalion, (501st MI Brigade)	527th MI Battalion
750th MI Detachment (500th MI Brigade)	403rd MI Detachment

flags, guidons, colors, shoulder sleeve insignias and distinctive unit insignias beginning June 16.

"Over the long haul, INSCOM's conversion to a TOE structure will allow the command to continue delivering real time intelligence to those who need it first, fast and on target," said Noonan.

The conversion has not been without issues, according to INSCOM intelligence specialist and TOE developer Dana Haefner. INSCOM had to obtain an exception to policy for its unique equipment and to retain its unique use of multiple Army Management Structure Codes.

"During the conversion study process, the CINCOS (Change in NCO

Structure) action forced a revision of our conversion. The compressed time line of the conversion became an even more important issue," said Haefner.

INSCOM has a significant number of civilian employees who cannot be documented on a TOE structure. They will be included on the units' TDA augmentation documents.



Startzman is a public affairs specialist at Headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

310th MI Battalion celebrates National Women's History Month

Story and photos by Carol Cummings

It wasn't until 1980 that U.S. Census takers began asking women as well as men, "Are you a veteran?"

In 1980, more than a million women answered, "Yes," according to Dr. Linda Grant De Pauw, founder of The MINERVA Center, Inc.

The MINERVA Center is a non-profit educational foundation that serves as a clearinghouse for news, historical studies and other information for and about women in war and women in the military.

De Pauw recently spoke at Fort George G. Meade, Md., at the request of Capt. Tarolyn Gonzalez, Headquarters and Headquarters Company commander, 310th MI Battalion, 902nd MI Group. Gonzalez planned the commemoration of National Women's History Month at Fort George G. Meade.

According to Gonzalez, her deputy S3, Andy Swicegood, suggested Dr. De Pauw at a planning meeting.

"She was the perfect choice. She's a subject matter expert on women in the military and women in war. I think it's really important that society knows what contributions women

have made not just strictly in the military, but contributions within society as a whole," Gonzalez added.

De Pauw spoke to about 75 people at the Meade Post Theater March 20 at an event titled, *"An Extraordinary Century for Women - Now Imagine the Future."*

She said there have always been women in war but civilians, even now, can't remember there are women in service.

A frequent reaction according to De Pauw is, "Wow! Military women? I thought we just had Xena, warrior princess."

De Pauw said this attitude often comes about because, while there have always been women in and associated with the U.S. military, historically they have not been highly visible and there were often few records kept or preserved.

According to De Pauw, the author of *"Battle Cries and Lullabies: A Brief History of Women in War from Prehistory to the Present,"* information was often distorted.

"Every third-grader has heard the story of the woman (Molly Pitcher) who courageously took over an artillery position (during the Revolutionary War) when her husband fell," said De Pauw.

"She was a dedicated soldier who, in some variations (of this story), was rewarded for her loyalty with a hat full of gold by George Washington himself."

The problem, De Pauw said, about "the woman who was memorialized on posters, postage stamps and even a rest stop on the New Jersey Turnpike," is that, "Molly Pitcher wasn't real."



Lt. Col. Jasey B. Briley (right) welcomes Dr. Linda Grant De Pauw (left), the featured speaker for National Women's History Month celebration at Fort George G. Meade, Md. Briley's 310th MI Battalion hosted De Pauw, a noted authority on women in the military and women in war.

After 20 years of research, De Pauw believes Molly Pitcher was a postwar invention brought about by citizens of Carlisle, Pa., in 1876 after a middle-aged man named Wesley Miles published his childhood memoirs in anticipation of the July 4 centennial celebration.

This came as a surprise to many in the audience.

"I never knew she was a fictional character. It's amazing what history misrepresents," Staff Sgt. Nickie Smith, nuclear, biological and chemical noncommissioned officer said.

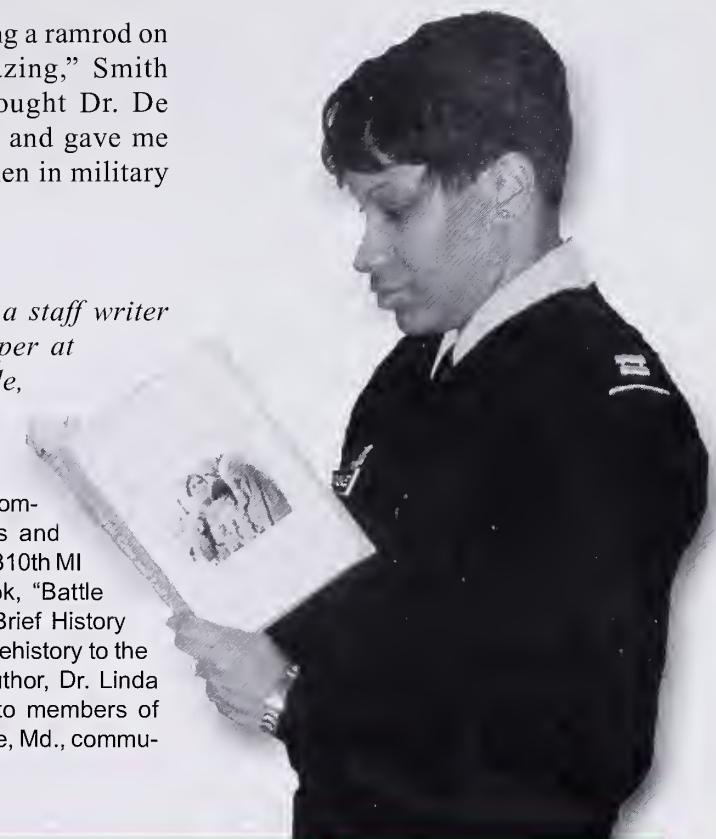
"I've actually done a report with my children on Molly Pitcher. I spent a couple of years with a field artillery unit. I saw a picture (representing) her frequently. When I was in Germany, AFN (Armed Forces Network) would run public service announce-

ments showing her using a ramrod on the cannons. It's amazing," Smith said, "I definitely thought Dr. De Pauw was informative and gave me some insight into women in military history."



Carol Cummings is a staff writer for Soundoff! newspaper at Fort George G. Meade, Md.

Capt. Tarolyn Gonzalez, commander of Headquarters and Headquarters Company, 310th MI Battalion, reads the book, "Battle Cries and Lullabies: A Brief History of Women in War from Prehistory to the Present." The book's author, Dr. Linda Grant De Pauw, spoke to members of the Fort George G. Meade, Md., community.



SPRING CLEANUP!



Members at Bad Aibling Station, Germany, assisted with beautifying the station during the recent Spring Clean Up.
(Photo by Connie Parker)

50th Anniversary

By the INSCOM History Office
with U.S. Army photos

On June 25, 1950, North Korean Communist forces equipped with Soviet-made weapons invaded South Korea.

When the Army of Republic of Korea was unable to halt the aggressors, four U.S. divisions performing occupation duties in Japan were deployed. Under strength and partially trained, the combat units fought a desperate delaying action.

In a decisive counter move, Gen. Douglas MacArthur, commander of the United Nations forces, made an amphibious landing at Inchon on Sept. 15. Coupled with the breakout from the Pusan Beachhead, the counteroffensive soon crushed the North Korean forces and allowed United Nation troops to reach Korea's northern border by November. However, the surprise intervention of Communist China's army sent the United Nation forces reeling backwards. By July 1951, the opposing armies had settled into a protracted war along the 38th Parallel, approximating the original boundary between the North and South.

Two years later in July 1953, an uneasy cease fire and truce was established. Since then, members of Military Intelligence have been among those who have maintained a constant vigil over a fragile peace.

Early going was rough for poorly equipped U.S. forces thrown into the breach during the summer of 1950.



Gen. Douglas MacArthur reverses the course of the war by directing a successful amphibious landing at Inchon in September, 1950.



of the Korean War

Since the end of the war, military intelligence specialists have helped to maintain watch over a fragile peace.

By July 1951, the war had settled into a protracted struggle along the 38th Parallel.



The surprise intervention of Communist China's "volunteers" into the war in November 1950 send allied forces retreating.



Valcheff retires after 32 years

By Lisa Gilley

Donald Valcheff, INSCOM's deputy assistant chief of staff, G4, retired in April, completing 32 years of solid service to the service members of the U.S. Army.

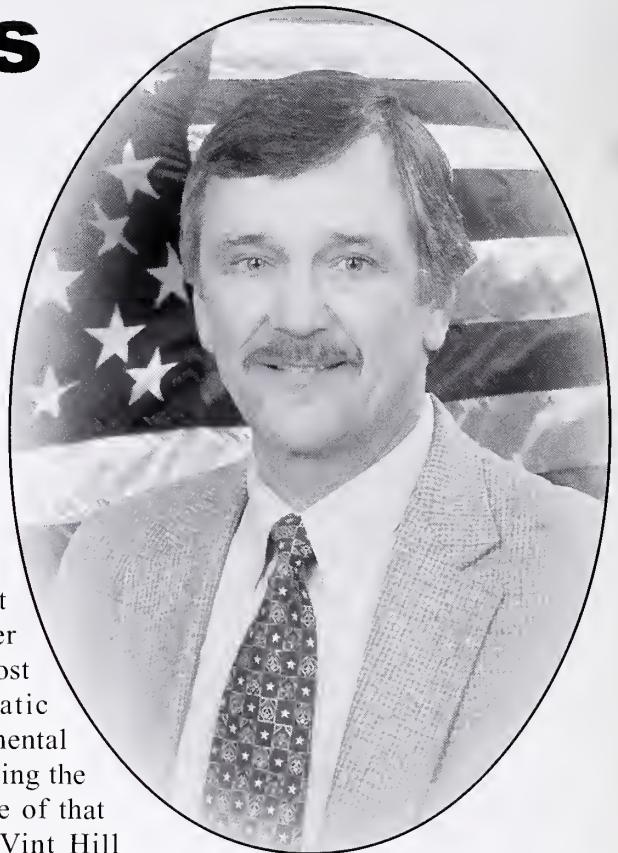
He recalled with amusement how he "ended up" at INSCOM in 1967. It had been his third choice in the Reserve Officer's Training Corps as a senior at the University of Dayton. He chose military intelligence at the urging of his counselor, who said the U.S. Army Security Agency (ASA) needed electronics engineers.

"What's ASA? I'm not interested in *security*," said the younger Valcheff, who was more interested in electronics, communications and missiles. His counselor explained

ASA concerned intelligence.

"Well, I guess it wouldn't hurt to put ASA down as third," he said, and the rest is history.

ASA had a reputation as the small organization that broke the "purple" cipher system that carried the most secret Japanese diplomatic messages. It was instrumental in the United States' winning the Second World War. Some of that work was performed at Vint Hill Farms Station. ASA, as a unit, also participated in a variety of Korean War and Viet Nam War campaigns and won at least six prestigious battle honors, citations and medals.



INSCOM has provided him a rewarding career, he said. He learned the command's often "unique" way of doing business. At basic training at Fort Benning, Ga., 65 percent of the officers in his basic training class were on orders to Viet Nam. Valcheff was pulled out of formation one day and told that ASA was sending him to Sinop, Turkey.

"ASA always seemed to do things at the last second," he said, pointing out that flexibility is the key, and that *that* hadn't changed over the years.

He started out with ASA as a lieutenant at Field Station Sinop, Turkey, and later at Arlington Hall Station, Va. From 1970-73, he worked as an engineer with the Aeronautical Research Corporation, an action officer with the deputy chief of staff for opera-



Donald Valcheff can be spotted doing the "extra maintenance" at INSCOM headquarters. (Photo by Robert Bills)

tions, Army, and then with the Army deputy chief of staff for logistics, respectively. He also earned a Master of Science degree in electronics engineering at George Washington University during this period.

Valcheff was chief, engineer division at ASA's Materiel Support Command, Vint Hill Farms Station, Va., from 1973-76, later becoming chief of INSCOM's Engineer and Maintenance Assistance Activity, Vint Hill, through 1982. From 1982 until 1995, he was the director of the mission support activity at Vint Hill, the INSCOM deputy chief of staff for logistics' operating element. Valcheff became INSCOM's assistant deputy chief of staff for logistics in February 1995.

The people he has served with have made his career memorable, while the challenges have made it interesting. One of his biggest challenges as a leader of the G4, he believes, was integrating mission support activity personnel with the INSCOM G4 staff after the closure of Vint Hill. They integrated the personnel, added civilians displaced by the Vint Hill closure, and selected new employees from the area to fill vacant slots important to the mission. The fears and emotions of the integrated personnel were calmed after the transition, he said, and the logistics team has worked well. "Obviously, no one likes the longer commute from their homes in Fauquier County; that's a given," he said. "But we don't let that stop us from working well here together."

Valcheff himself has commuted an hour to work every day since becoming deputy G4.

In retirement, Valcheff will commute to the greens of a golf course. Golf is one of his favorite pastimes, along with camping and other outdoor activities. He plans to compete on a state level in the senior's age group as part of the Virginia State Golf Association. He played in some state

tournaments last year and "took home a little green" in his pockets. A first place winner can get up to \$600.

"I did well, but there's room for improvement. I need more time to practice, and now I'll have it," said Valcheff.

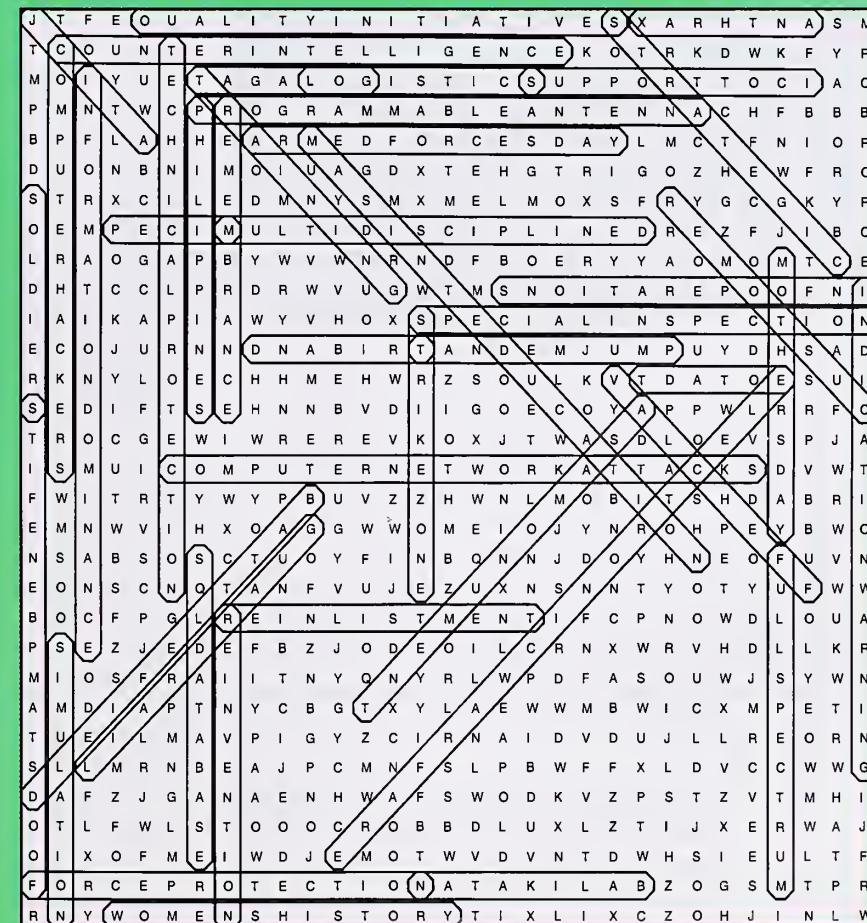
He plans to develop land he owns in the Shenandoah Valley and build a log cabin there to serve as a vacation home and an investment. He wants to visit family across America including his hometown of Johnstown, Pa. He still calls the Pittsburgh Steelers his favorite team and named his dog "Steeler."

Will he miss the job in the midst of all his activities? "Well, let's just say there's no way I won't miss the people — the every day, face-to-face contact with the people. But I won't miss the commute nor long hours," said Valcheff.



Gilley is a logistics management specialist for the assistant chief of staff, G4, U.S. Army Intelligence and Security Command at Fort Belvoir, Va.

Inside the Journal Puzzle Solution





Good ideas lead to reinvention

By Robyn Walick

Recognizing outstanding accomplishments that improve INSCOM is a major component of the commander's Quality Program. Often, an individual's idea can grow into substantial improvements for individual units, INSCOM, and the Army.

The office of the assistant chief of staff, resource management, annually reports to the chief of staff, Army on reinvention and quality initiatives at INSCOM. This sharing of reinvention and quality initiatives allows other units to benefit from our expertise, and to adopt cost and labor saving practices.

The initiatives reported this year also appear below, along with a point of contact and phone number to help you take advantage of INSCOM's expertise.

At the Intelligence Training and Doctrine Support Detachment, an Army After Next intelligence, surveillance and reconnaissance tiger team worked with members from the Army and other national agencies. During the Army

After Next 1999 cycle, they developed intelligence estimates, equipment and force structure and support for the Army After Next 1999 Spring War Game. Their work will provide commanders and decision-makers with dominant battle space knowledge across the spectrum of conflict.

The 201st MI Battalion, 513th MI Brigade, designed, built, and deployed the first SIGINT system capable of collecting, analyzing and reporting signals from high frequency to super high frequency in a single high mobility military wheeled vehicle shelter. The first collection, analysis, and reporting terminal (CART) system was deployed to Kosovo in August 1999 and the second to Kuwait in September 1999. A third system is nearing completion. Once this third system is completed, the 201st MI Battalion will provide commanders a direction finding capability. Each CART was built in less than six months for under \$1 million, a considerably inexpensive innovation.

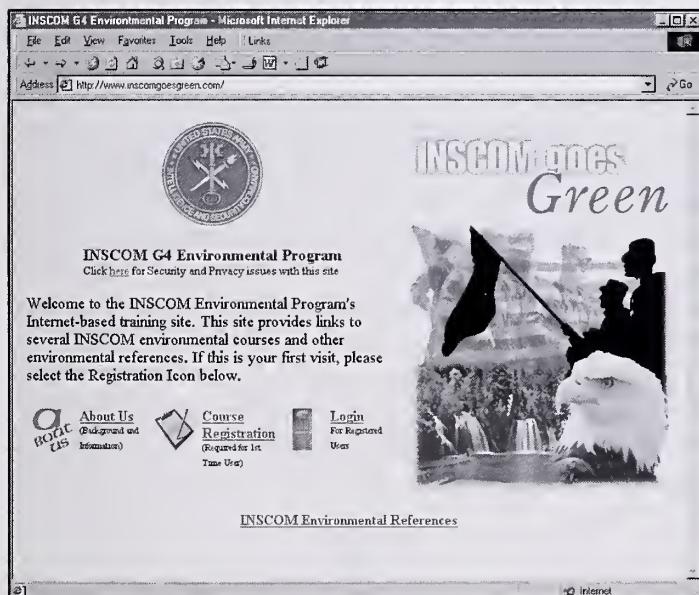
The National Ground Intelligence Center's information technology directorate implemented a new capability on their local computer network. Project HOLET builds on Army Internet computer-based training to deliver training on demand to an employee's desktop. This saves training and travel costs, employee man-hours and improves the overall technical proficiency of the National Ground Intelligence Center's workforce.

The National Ground Intelligence Center's systems directorate developed a collaborated analysis system improving the analysis process for major helicopter force issues. Using commonly shared categories for analysis facilitates review, extraction or comparison, it provides trends and projections to customers in both the materiel development and operational forces communities. It accurately assesses long term force and system capability trends for military armed and support helicopters. As a result, spin-off products and briefings are clearer, requirements for travel decreased, and customers' confidence in the analysis products increased.

There was excessive reliance on the use of military interdepartmental purchase requests for essential goods and services. The principal assistant responsible for contracting developed an OMNIBUS performance-based work statement, issued a solicitation, and awarded three contracts to meet the broad requirements of INSCOM worldwide. Using an OMNIBUS contract reduces the overhead of multiple contractual vehicles, decreases response time, eliminates duplication of effort, ensures best value on acquisitions, and ensures priorities are properly assigned.

To extend its customer base beyond the intelligence community, National Ground Intelligence Center's Army Foreign Materiel Program began a partnership with program executive officers, program managers, and DoD laboratories encouraging them to become more involved in testing foreign materiel. Working with reverse engineering, both dollars and time are saved during development. These partnerships have resulted in improvements such as low acoustic-signature tracks and road wheels for armored vehicles, weapons sights equipped with filters and eye protection from foreign lasers, and a heavy equipment transport mobility enhancement kit. The partnerships enable U.S. soldiers to benefit from good ideas developed by others. It also promotes development of defeat mechanisms that save lives and helps ensure victory on the battlefield.

At INSCOM headquarters, the assistant chief of staff, G4, created an environmental web page www.inscomgoesgreen.com that highlights environmental issues affecting INSCOM, regulatory requirements, funding and training.



The assistant chief of staff, systems integration, developed a web-based database of information management and information technology data for Army intelligence planners, programmers, budgeters and architects. The Army Systems Integration Database has reduced architecture production time by 40% and reduced data calls to field units, saving enormous amounts of work hours.

INSCOM was the first command within DoD to field paperless purchase request and commitment contracting. Acquiline, a web-based software package, allows customers to complete and submit procurement requests electronically to the standard procurement system data-

base. Acquiline is cost effective and has streamlined the system for getting products and services to soldiers.

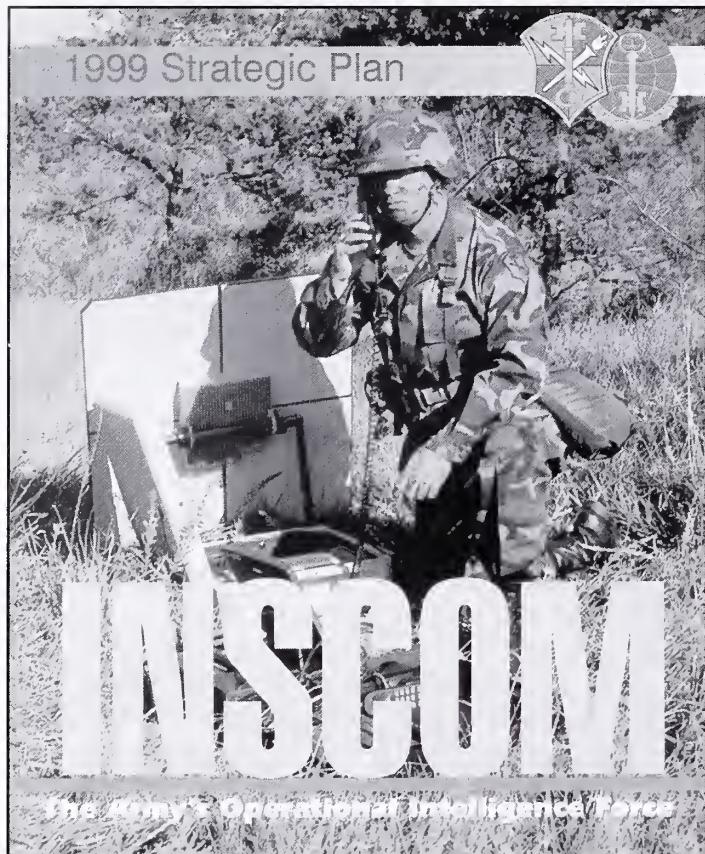
PRISM, a military capabilities spectrum project, is a joint Defense Intelligence Agency/deputy chief of staff for intelligence-directed project at the National Ground Intelligence Agency. It brings comparative global assessments of a nation's overall military capability to the desktop level. The more than 40 national and service customers of PRISM save an estimated 20-40 man-hours each time PRISM is used.

In addition to the initiatives described above, here are some other ideas that have helped INSCOM meet our mission requirements.

In an initiative by the 500th MI Group, U.S. Army Asian Studies Detachment employees established intelligence community Intranet homepages to share information on multiple levels of classification. Established in 1997, the homepages contain the text files of all reports (loaded in hypertext mark-up language) as well as photographs and schematic enclosures. The result was immediate access by a broader audience to information as the material was processed. Customer feedback praises the ability to access reports and enclosures in a retrievable search environment and export them into finished intelligence products created at regional and national intelligence production centers.

The 702d MI Group is developing a method to measure customer satisfaction for the intelligence products and services they supply. Their goal is to quantify the usefulness and uniqueness of intelligence products to warfighters. Upon establishing a baseline of operations production, the methodology breaks down data to the point where analysts can equate specific categories of production to manpower and machine resources. This analysis will translate intelligence contributions to warfighter support in terms of dollars. The 702d MI Group has implemented metrics in the Gordon Regional SIGINT Operations Center decision-making process as part of their organizational effectiveness program. They use production information to build data, analyze it and brief it to management, who then use the information in managing their programs.

The INSCOM Strategic Plan, published in October, 1999 outlines the mission, vision, values, goals and objectives of the command and charts our course into the 21st century. The headquarters is not the only organization developing a strategic plan. The 713th MI Group has developed a strategic planning process that includes development of a performance measurement system based



on the balanced scorecard used by the National Security Agency. It encompasses the Army performance improvement criteria. They have linked their goals to the INSCOM command goals and the National Cryptologic strategy. Budget discussions, priorities and decisions contribute to managing resources within the context of the INSCOM Strategic Plan. This methodology allows them to accomplish critical management processes, clarify and translate vision and strategy, communicate and link strategic objectives and measures, plan and set goals, align strategic objectives, and enhance strategic feedback and learning.

The National Ground Intelligence Center's imagery operations directorate reorganized into five units to provide better support to the warfighter and more effectively incorporate new technologies into imagery exploitation. The reorganization created two production divisions, each of which has two branches organized based on the geographic locations they cover. This allows analysts to focus efforts and become experts in their geographic region and permits customers to reach out and coordinate with the analysts. A futures division was also created with the mission to identify new technologies in imagery.

There have been other initiatives within National Ground Intelligence Center. The information technology directorate has created two new products. The fully integrated databases, CORPORATE DB and HR, give one-stop access for the Center's management and authorized users to critical corporate common information and human resource data. They have also implemented a new "IT Process" which assimilates new requirements and lists them based on priority, relationship to overall mission accomplishment and availability of funds. Supporting this IT process is a new application, Solving Customers' Automated Needs, which enables the organization to supply higher levels of customer service, coordination and efficiency.

The assistant chief of staff, systems integration, created a new spreadsheet called the contract management automation tool. This allows the office to manage its contract program from a programmatic and functional perspective. The up-to-date information has saved valuable man-hours and can be used to identify existing requirements and develop future requirements.

This year, the assistant chief of staff, G4, is implementing the GENESIS I Support Service Contract which will consolidate multiple contracts for mission equipment maintenance, engineering, logistics, facilities maintenance, and contract management requirements into a single contract. With award of the contract projected for July 2000, it will provide a new, more cost effective way for INSCOM units to receive support services.

How has your unit improved its efficiency or cut costs? Other units can benefit from your experiences. Send your information on those initiatives to the assistant chief of staff, resource management's INSCOM command quality office.



Robyn Walick is the command reinvention laboratory manager, assistant chief of staff, resource management.

Analysts recognized

902d MI Group analysts dominate winner circle

By Charles E. Harlan

Three counterintelligence analysts from the Army Counterintelligence Center, 902d Military Intelligence Group, Fort George G. Meade, Md., have been recognized for the excellence of their analytic products and contributions to the U.S. counterintelligence community. The recognition came from both the National Counterintelligence Center and the Department of Defense.

In a Feb. 25, 2000, ceremony held at the National Counterintelligence Center, Washington, D.C., Robert C. Thompson, acting director of the center, presented the 1999 National Counterintelligence Center Analysis for Counterintelligence Excellence awards to Michael G. Durkin, Dr. Neal A. Marcot, and Clayton Craw. The center presents the awards annually to recognize outstanding analytic contributions to the U.S. counterintelligence community. The awards also recognize superior articles that heighten the awareness of current and past foreign intelligence threats against the United States.

There are six awards—first, second, third place, and three runner-up awards. The analysts from the Army Counterintelligence Center captured three of the six awards, to include second place, third place and one runner-up award. Each of the winners received a handsome plaque-mounted certificate to commemorate their achievement and a cash award ranging from \$250 to \$1,000. The awardees will be recognized in an upcoming issue of the *Counterintelligence Digest*, a quarterly publication by the National Counterintelligence Center.

Panel members of the National Coun-

terintelligence working group judged the articles based on their presentation of the subject matter, insight, timeliness and relevance to national-level counterintelligence issues. The panel members are all senior members of the national counterintelligence community, which includes the FBI, CIA, Defense Intelligence Agency, and each of the services' counterintelligence agencies.

In addition to receiving the second place award from the National Counterintelligence Center, the Department of Defense also selected Michael Durkin as the recipient of the 13th Annual Department of Defense Counterintelligence Analyst of the Year for 1999 in the category of analysis and production.

Durkin began his career as a counterintelligence analyst in 1993 and has been assigned to both the Intelligence Threat and Analysis Center and the Army Counterintelligence Center. A graduate of Northeastern University in Boston, Mass., he entered the U.S. Army as a second lieutenant. Durkin was assigned to the military intelligence branch for nine of his 12 years of military service. In 1992, Durkin resigned his commission at the rank of captain and in 1993, began a career as an intelligence specialist. Currently, Durkin works in the Army Counterintelligence Center's Technology Protection Branch where he is recognized for his analytic expertise as well as the thoroughness and quality of his products.

Dr. Neal Marcot, who received the National Counterintelligence Center's third place award, is the senior analyst with the Information Operations and Force Protection Branch of the Army Counterintelligence Center. Dr. Marcot received his Ph.D from Georgetown



Michael Durkin



Dr. Neal Marcot

University in Washington, D.C., concentrating his studies in comparative politics and East Asian studies. Dr. Marcot has 27 years of U. S. civil service; 12 years as a researcher at the Library of Congress and 15 years as a counterintelligence analyst at the Intelligence Threat and Analysis Center and the Army Counterintelligence Center. In 1993, Dr. Marcot was the U. S. Army representative to the U. S. Government's Exceptional Analyst Program, for which he spent one year researching sensitive national-level issues.

Clay Craw received the runner-up award from the National Counterintelligence Center, recently retired from

(continued on page 27)



Unit in the Spotlight

500th MI Group

Compiled by Staff Sgt. James Core

“**T**he 500th MI Group has participated in virtually every major exercise in the Pacific...such exercises hone the warfighter’s ability to respond to contingencies,” said Group Commander Col. Michael J. Baier. “We conduct live environment training, in which our soldiers deploy to various countries in the region for language and cultural immersion. The biggest challenge we have is to continue to meet the rising expectations of the work the Group does in the face of constrained resources—a challenge the Army and military intelligence in particular, face today,” he said.

The “Pacific Vanguard” soldiers of the 500th stand “loud and proud” of their distinguished Army history, which spans more than 50 years. They deliver accurate and timely intelligence to both theater and national level intelligence support across Japan and the Pacific. The commanding generals of the U.S. Army Japan and U.S. Army Pacific use the intelligence provided by the 500th MI Group to anticipate and react to an ever-changing environment. Additionally, 500th MI Group members provide threat information so local commanders can institute necessary measures to protect soldiers, civilians and their families.

Today, the 500th MI Group’s reach spreads far and wide. The Group’s soldiers and civilian personnel face diverse



Special Agent John Grim, Zama Field Office, Counterintelligence Detachment, Japan, 500th MI Group, prepares for takeoff in a UH-60A Blackhawk with some assistance from Sgt. James T. Carwell, a flight medic with 78th Aviation Battalion, Camp Zama, Japan. Grim was conducting aerial reconnaissance in the Philippines during Exercise Balikatan 2000. (Photo by Staff Sgt. James Core)

and challenging missions in Japan, Hawaii, Okinawa, the Marshall Islands, Alaska and Fort Lewis, Wash.

“The 500th MI Group continues to serve today as the principal echelons above corps military intelligence unit in the Pacific outside of Korea,” said Baier. “We support the U.S. Army Pacific Expanded Relations Program with initiatives in focus countries in our area

of responsibility. The 500th MI Group is positioning itself in force redesign and the establishment of bilateral intelligence operations in the area to continue to be the primary Army military intelligence operator in the Pacific,” he said.

The 205th MI Battalion is a part of the “far and wide reach” of the 500th MI Group. Located at Fort Shafter, Hawaii, the 205th provides force



Warrant Officer Alan McBride (right), intelligence analyst, 205th MI Battalion, was part of the Force Protection Cell of Balikatan 2000, a joint/combined exercise with the Philippines. Lt. Col. Gary L. Smith, U.S. Army Pacific deputy chief of staff for intelligence, stands nearby. (Photo by Staff Sgt. James Cole)

protection and counterintelligence support for Army forces in Hawaii, Alaska and the Kwajalein Atoll in the Marshall Islands. The battalion supports commanders with source collection management, intelligence analysis, imagery analysis and intelligence-planning functions.

Soldiers of the 750th MI Detachment represent the northernmost presence of the U.S. Army in Japan. The Army intelligence presence at Misawa Air Base in Northern Honshu began with the activation of the United States Army Security Agency Detachment, Misawa, in September 1970. It subordinated as a field station under the 500th MI Group in October 1979. The detachment provides highly skilled communications technicians and analysts to support the mission of the Misawa Communications Operations Center.

Two units work from the headquarters building at Camp Zama, Japan: Counterintelligence Detachment-Japan

and Headquarters and Headquarters Detachment. Soldiers assigned to the Counterintelligence Detachment-Japan conduct daily counterintelligence support to force protection, strategic debriefing and interrogation of prisoner of war operations throughout the U.S. Army Pacific Command. Its reportable category 1 linguists demonstrated their foreign-language expertise in 1999 by earning all twos or higher on their defense language proficiency tests. Their team recently took third place at the Worldwide Language Olympics in Monterey, Calif.

Counterintelligence Detachment-Japan operates four field offices, located at Camp Zama, Yokohama, Kure and Okinawa. Soldiers in these units perform personnel security investigations, establish and work with liaison contacts, provide force protection and execute counter-espionage measures throughout Japan.

Personnel assigned to the Headquarters and Headquarters Detachment are responsible for the training, morale, welfare and military justice for all military personnel assigned to Group Headquarters. This detachment also provides

Mission

The 500th MI Group provides intelligence support to the commanding general, U.S. Army Pacific. The group engages Asia-Pacific intelligence and security institutions to contribute to regional stability, crisis response and decisive victory. As directed, the 500th MI Group provides intelligence support to joint and national agencies.



1st Lt. Newton Grant cuts his sword to cut through a "tatami" mat while Sgt. Major David Drawdy critiques his technique during a "Batto-ryu" sword fighting demonstration. The display took place during the 500th Military Intelligence Group's 1999 Organization Day, Oct. 8, at Camp Zama, Japan. (Photo by Staff Sgt. James Cole)

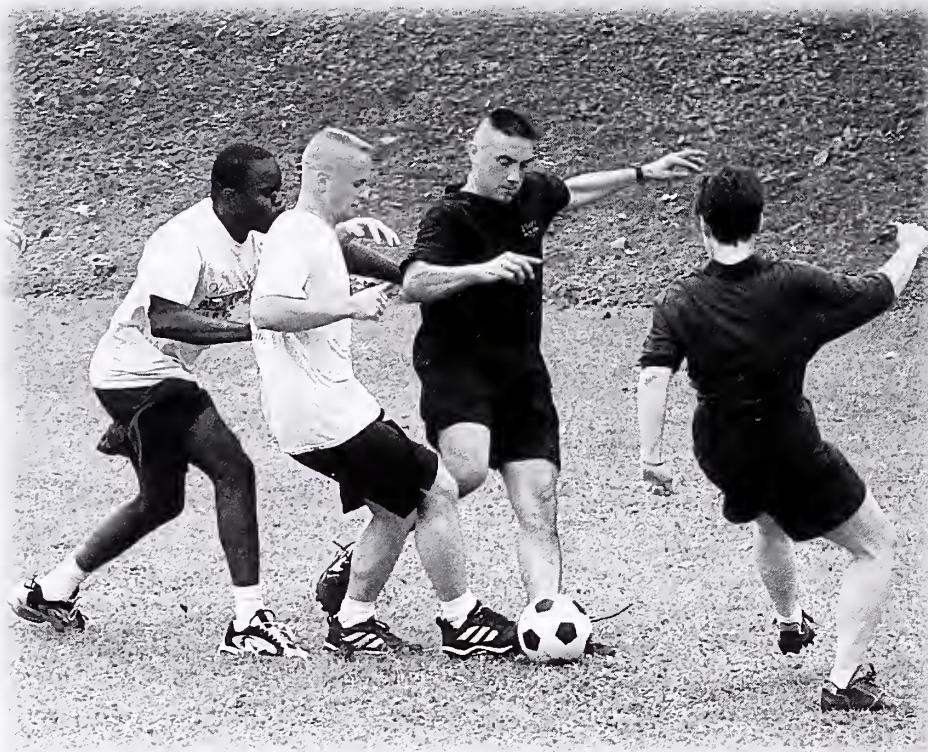
the administrative and logistical support for the Department of Army civilians and Japanese master labor contractors assigned to the Group.

The Asian Studies Detachment, an operational detachment of the 500th MI Group, is an open-source document exploitation center. Personnel collect and exploit regional open-source information and issue hundreds of reports annually in response to theater and national intelligence requirements.

The Corps Military Intelligence Support Element located with First Corps at Fort Lewis, Wash., leverages theater and national intelligence systems in support of First Corps requirements. As First Corps deploys, the Corps Military Intelligence Support Element provides



Chief Warrant Officer Steven Tatum, intelligence systems manager, 205th MI Battalion, 500th MI Group, briefs Col. Michael J. Baier, group commander (standing), and representatives from throughout Group, Oct. 21, at Fort Shafter, Hawaii. Leaders from throughout the 500th recently met at the 205th to plan the future during the commander's Vision Conference.



Sgt. Momodou Kah, Spc. Jarret Cook and Sgt. Trevor Ellison try to get passed Lt. Col. Mary Matthews, deputy commander, during an officer versus enlisted soccer game. The event took place during the 500th MI Group's 1999 Organization Day, Oct. 8 at Camp Zama, Japan. (Photo by Staff Sgt. James Cole)

collection management, analysis and continuity of operations from its intelligence support base at Fort Lewis.

The Security Liaison Detachment, formerly the Foreign Liaison Detachment, works out of Hardy Barracks in

downtown Tokyo. Its personnel have conducted national-level liaison with Japanese government agencies for over half a century.

The soldiers of the 500th MI Group know why they are there, according to

Historically speaking

The 500th MI Group traces its origins to the Allied Translator and Interpreter Service, which was established during World War II to provide support to General Douglas MacArthur and his subordinate units during the conduct of their campaigns against Japanese forces in the Southwest Pacific.

The 500th MI Group was formally organized at Camp Drake, Japan, on Sept. 1, 1952, as a direct result of the Korean War and the requirement for a theater intelligence organization to provide responsive support to the Eighth United States Army and the United Nations Command in Korea and Japan.

For its outstanding contributions to United States Army operations in Indochina during the Vietnam Conflict, the group was awarded two Meritorious Unit Citations.

The 500th MI Group was placed under the United States Army Intelligence and Security Command Jan. 1, 1977. The group received the Army Superior Unit Award for outstanding meritorious performance of duty during the period of Aug. 1, 1986 through July 31, 1987 from the Secretary of the Army.

The 500th MI Group was re-designated as a brigade on Oct. 16, 1987, with the focus of providing echelons above corps intelligence and electronic warfare support to Army units in the Pacific Theater (except for those in Korea, which are supported by the 501st MI Brigade). The brigade remained subordinate to the United States Army Intelligence and

Security Command, but placed under the operational control of the United States Army Pacific and its predecessor, the United States Army Western Command.

During Operations DESERT SHIELD and DESERT STORM in 1990 and 1991, 13 brigade soldiers from its units in Japan and Hawaii volunteered to deploy to Saudi Arabia and fill critical shortages in MI and Special Forces units. An additional 47 soldiers from the brigade's CAPSTONE Reserve Component units participated in operation DESERT STORM.

The brigade was again re-designated the 500th Military Intelligence Group Oct. 16, 1997. In this move, designed to streamline its operations and command and control structure, the Group has ensured itself a place in the future of the Pacific warfighter's intelligence support.

Group Command Sgt. Maj. Lonnie R. Bristol.

"Military intelligence soldiers and leaders must always remember why they exist – to support the warfighter," said Bristol. "Whether that warfighter is a theater commander-in-chief or a squad of infantry soldiers in the field, (we must) never forget that *they* are our reason for being."



Core is the public affairs NCO for the 500th MI Group at Camp Zama, Japan.

Special Agent Wade Wilson, 205th MI Battalion, discusses force protection issues about a possible exercise site with local village officials in Ternate, Philippines. (Photo by Staff Sgt. James Cole)



Monumental Upgrade

SP5 GARY P. WESTCOTT 30 MAR 1972
SP4 BRUCE A. CROSBY 30 MAR 1972

Workers chiseled, hammered and engraved their way through two granite panels of the monument honoring fallen comrades of the former U.S. Army Security Agency. When the monument was created, Spec. 6 John T. Strawn's name was engraved on a separate panel from four other soldiers who died in the same action. Officials at the U.S. Army Intelligence and Security Command, where the monument resides, asked workers to replace one panel and engrave Strawn's name on the same panel as his four comrade's names.

The ASA monument and the INSCOM monument are located at the INSCOM headquarters building at Fort Belvoir, Va. Each year, as part of its Memorial Day Ceremony, leaders lay wreaths at both monuments paying tribute to fallen comrades of INSCOM and its predecessor, the Army Security Agency.



CPT JOHN MCASEY 25 MAR 1968
SGT THOMAS J. TONICZAK 23 JUL 1968
SP5 HAROLD D. BILLER 25 FEB 1969
SP5 HARRY J. COLON 21 JUN 1969
PFC HENRY N. HEIDE II 29 NOV 1969
SP4 JAMES R. SMITH 29 NOV 1969
SP4 ROBERT E. DEW 30 AUG 1970
SP5 CARL H. CACCIA 21 FEB 1971
SP5 ROBERT J. THELEN 21 FEB 1971
SP5 ROBERT J. POTTS 21 FEB 1971
SP5 MITCHELL B. SMITH 21 FEB 1971
SP5 GARY C. DAVID 1 MAR 1971
SP4 FRANK A. SABLAR 1 MAR 1971
CPT MICHAEL W. MARKER 4 MAR 1971
WOI HAROLD L. ALGAARD 4 MAR 1971
SP5 RICHARD J. HENTZ 4 MAR 1971
SP5 ROONEY O. OSBORNE 4 MAR 1971
SP6 JOHN T. STRAWN 4 MAR 1971



Balikatan

By Staff Sgt. James Core

Individuals from the 500th Military Intelligence Group teamed-up for Exercise Balikatan 2000, a Republic of the Philippines/United States combined, joint exercise, held between Jan. 31 and March 3.

The five-member team included Capt. Cameron Cozzens, commander of Counterintelligence Detachment-Japan, 500th MI Group, and Special Agent John Grim from the Zama Field Office joined Warrant Officer Alan McBride and Special Agent Wade Wilson from the 205th MI Battalion at Fort Shafter, Hawaii, and Special Agent In Charge James Loving from the Okinawa Field Office. The team participated in the two countries' first large-scale military exercise in five years.

Balikatan 2000 involved more than 2,500 U.S. troops and a similar number of Philippine troops. It was designed to improve planning, combat readiness and interoperability of military troops for a wide range of operations from humanitarian assistance to peacekeeping, officials said. Translated from Tagalog, the local dialect, balikatan means "shouldering the load together."

Group members played a large role in counterintelligence support to force protection, operations before, during and after the exercise, according to Grim. The exercise's primary CI/

force protection team (Loving, Wilson, and Grim) made three separate trips to the Philippines in preparation for the exercise. Part of their mission was to identify possible threats to U.S. military personnel or equipment. These included insurgent/terrorist, intelligence, criminal, and as it turned out, the threat of a volcano. For this reason, the CI/Force Protection Team hit the ground first. They supported the Balikatan Initial Planning Conference in June-July and then returned for the Final Planning Conference in August-September. Grim said 75 percent of their mission was complete before the exercise even began.

"The earlier we get in there and start doing our job, the better," Grim said. "This affords the Task Force counterintelligence coordinating authority/force protection cell time to react to any possible contingencies."

The three agents deployed for the exercise in January as members of the National CI/Force Protection Team, one team among several counterintelligence teams from all the services.

According to Grim, they had a hectic and often unpredictable operations tempo, balancing liaison contacts and report writing. Wilson, a Tagalog linguist, provided much-needed interpretation assistance.

"Without him, his linguistic abilities and in-depth area knowledge, the

team would have been missing that extra touch that made us so successful," Grim said.

During the exercise, several bombings occurred throughout the country. The team determined whether any of these bombings by leftist organizations were directed against U.S. Forces. In addition, dissident political groups held frequent protest activities throughout metropolitan Manila and other provincial cities to denounce the exercise. The CI teams monitored these rallies, motorcades, and demonstration marches. Among their concerns, these groups claimed closer ties with the United States this meant a loss of national sovereignty and the risk of Philippine involvement in U.S. military conflicts overseas. Church groups voiced concerns that the return of U.S. troops would perpetuate crime and promote prostitution.

Civil-military operations personnel provided medical, and dental care to the local population, as well as veterinarian assistance and engineering support. According to Grim, a CI team entered an area first and interviewed village officials to determine possible risks to the security of U.S. troops and provide recommendations to the commander.

Cozzens served as the task force counterintelligence coordinating authority for the exercise. He coordinated all CI support for Balikatan

2000. All the CI teams reported to Cozzens, who "deconflicted" and passed the information to McBride, an intelligence analyst in the force protection cell. McBride reviewed the reported information and created intelligence summaries that were dis-

seminated to the exercise directorate and the U.S. Army Pacific commander.

"We kept the command informed with timely, qualitative and quantitative reporting," said Grims. Amazingly, all of this was accomplished from a team

of three, who met each other for the first time one week prior to initial deployment."



Core is the public affairs NCO for the 500th MI Group at Camp Zama, Japan.

Wanted: TSCM applicants

The U.S. Army's Technical Surveillance Countermeasures (TSCM) Program seeks applications from qualified counterintelligence special agents and technicians (97B and 351B).

The TSCM program is experiencing a high number of losses due to retirements and separations. The current accessions are not keeping pace with losses.

The purpose of the TSCM Program is to identify and neutralize technical surveillance devices that have been targeted against U.S. Government sensitive/secure areas and to identify and enable the correction of exploitable technical and physical security vulnerabilities. The program provides commanders with a comprehensive evaluation of a critical facility/area's technical and physical security posture.

The TSCM course lasts 41 weeks and obligates a soldier to a three-year utilization period following successful completion of the training. Applicants should possess a demonstrated aptitude in math and electronics. Once the SQI-W/ASI-G9 is awarded, the TSCM special agent's assignments will be monitored closely. Minimum selection standards include good hearing and color vision, correctable 20/20 distant vision, no physical defects which materially hinder manual dexterity, possession of a top secret clearance and cleared for access to sensitive compartmented information. The candidate must have credit for high school level algebra or a score of 120 or higher in the electronics (EL) aptitude area. Soldiers must be on active Army duty. They must have completed the probationary period for retention of the 97B with a minimum of four years but not more than 16 years active military duty. To apply, candidates must submit DA Form 4187 in accordance with DA Pam 600-8, procedures 3-10.

For additional information or an application, contact Program Director Chief Warrant Officer Mark S. Rischar at (703) 706-1624 (DSN 235) or email msrisch@vulcan.belvoir.army.mil. Other information is available at the PERSCOM web site <http://www.perscom.army.mil/EpmMiLang/mi/CI/citscm.htm>.



Standing a special inspection

By Larry D. Borum

Why do we stand an annual special inspection from our major command? What differentiates the special inspections?

To understand the answers to these questions, soldiers must understand the scope of systemic issues and stumbling blocks faced by their unit and commander. By regulation (AR 1-201), the definition of an inspection is: "An evaluation which measures performance against a standard and which should identify the cause of any deviation. All inspections start with compliance against a standard. Commanders tailor inspections to meet their needs."

There are three types of inspection: general, special, and follow-up. A general (organizational) inspection is broad in scope. Unit oriented, it looks at all aspects of an organization or activity and focuses on the unit's overall ability to accomplish its mission. Follow-up inspections may follow either a general or special inspection. Often neglected, some type of follow-up is essential to "close the loop" to ensure problems were resolved. Checking compliance is one reason, but if wrong inspection recommendations were made, they need to be corrected too.

Special inspection

The special (functional) inspection is the preferred type of inspection for inspectors general to conduct. It looks at a specific functional area, program, issue, or a group of related problems or procedures. The scope must be

concentrated and usually takes more time than a general inspection. The special inspection often uses a systemic method, which includes pursuing issues wherever they lead (crosswalk) and handing off issues beyond the directing authority's capability to fix.

The office of the inspector general, headquarters INSCOM, uses many sources to find topics for possible inspection plans. These topics can be developed and recommended to the commanding general.

Plan development

The inspections division chief, plans and special programs branch, and individual inspectors plan for the special inspection once the commanding general selects the functional area of interest. The inspections division chief is the key individual in the overall development of the inspection plan. This plan includes developing the concept and methodology, inspection date, locations, inspector training schedules, team composition and assignment of individual inspector responsibilities. The INSCOM proponent for the functional area of the designated special inspection plays a key role in providing research material, insight on current policy and procedures and referrals of subject matter experts to enhance the inspection team's capability.

Responsibilities

Study and individual preparation by inspectors is crucial to a successful inspection. Issues must be analyzed and understood by the inspector.

Prior to the special inspection, the office of the inspector general plans element prepares briefing books and an analysis of previous inspections and other data concerning the inspection topic. Inspectors study the assigned inspection areas. They also coordinate with INSCOM staff elements having propensity in the assigned areas of inspection to identify special problem areas and the status of current programs and activities.

Augmentation

Staff augmentation is requested only when necessary expertise is not available within the office of the inspector general. Inspector general personnel brief the designated augmentee on the concept of the inspection and administrative requirements, and administer the inspector general oath.

Inspection phase

Special inspections should be oriented toward the identification of problems, determination of their root causes, development of possible solutions and identification of responsible agencies for correcting the problems. The inspection should identify strengths as well as shortcomings. Balanced inspections better serve to enforce and teach standards.

Teaching is an essential element of all inspections. Inspectors general inspect by directive from the commanding general, but are trainers by heritage. Maj. Gen. Von Steuben's appointment by President Washington in 1778 as the first inspector general of the Army included the tasks of training troops and fostering

good order and discipline among them.

All inspectors general must avoid preconceived opinions and continually emphasize complete objectivity in all aspects of the inspection. At the conclusion of each inspection phase, areas of inspection should be verified in terms of status with the staff proponent of the inspected unit. Instances of significant failure to comply with regulations, DA policy, and/or command directives, should be identified as well as root causes for the non-compliance.

Results

All inspections produce a report, either verbal or written. Written reports are preferred, since they create baselines for future inspection planning and analysis and follow-up actions. Unless circumstances prevent it, the INSCOM inspector general leaves a draft copy of the written report with the unit. Once data has been gathered from units visited and issue crosswalks have been conducted, the INSCOM inspector general produces a formal written report. The directing authority receives the inspection results and determines any further distribution. Here are two possible ways:

(1) Subordinate level commanders and staffs could receive a summarized narrative report of the inspection results with unit/locations deleted. This report could include copies of the briefing charts used to brief the directing authority, the directive for the inspection (if a directive was used), a summary of findings handed off to higher headquarters and other documents pertaining to the inspection. These items would benefit also those who were not inspected. Include a summarized list of recommendations in the report.

(2) Extracts of the inspection findings will be provided to the staff section or action office responsible for

taking corrective action. This normally happens after the results have been briefed to the CG and the follow-on actions become "taskers" or directives.

Hand-off

A hand-off is an inspector general term meaning the transferring of a verified finding which requires further inspection or action to a lateral or higher headquarters. Get the directing authority's approval to hand off the problem/finding.

1. Determine if the authority prefers to use command or inspector general channels.
2. Inspections using the systemic methodology will generate more hand-offs than those using the compliance methodology. There may be root causes of problems which are outside the command's authority or capability to resolve.
3. The signatory of the transmittal letter for an inspection hand-off finding varies from one command to another. The INSCOM commander can sign the letter; the inspector general may sign "for the commander." The chief of staff or primary staff officer in whose area the problems lie also may sign the document.
4. Routing the hand-off. Using the inspector general channels, the INSCOM inspector general will send the action to the Department of Army inspector general if the resolution of the problem is at HQDA level or in another major command. If the inspection hand-off is going through command channels, the INSCOM inspector general provides to the appropriate HQ INSCOM staff functional proponent the inspection hand-off for action. In both cases, a disposition on the hand-off action will be due to the INSCOM inspector general.

Returns on investment

The commander devotes inspector general through the special inspection process maintains a constant vigil over functions and special interest areas essential for mission accomplishment. The commander via the inspector general gets timely identification of systemic problems/concerns, facilitating the commitment of subject matter experts, equipment and funds to correct deficiencies that may impact the effectiveness of the major command.



Borum is an assistant inspector general, serving in the office of the inspector general, headquarters, INSCOM.

Analysts recognized...

(continued from page 17)

federal service. He was recognized for his expertise in military and intelligence issues in the Far East, particularly the Korean peninsula. Craw dedicated 37 years to the Army counterintelligence community, working for 35 years in the Military Intelligence Civilian Excepted Career Program. He was an analyst for 31 years and worked at both the Intelligence Threat and Analysis Center and the Army Counterintelligence Center.



Harlan is a counterintelligence analyst assigned to the Army Counterintelligence Center, 902d Military Intelligence Group, INSCOM, at Fort George G. Meade, Md.

Suicide: would you know the signs?

By Sgt. Trinace Rutledge

With his mind in a fog, he stood on the cliff with his toes hanging over the edge. Hate, anger, hurt and confusion were some of the emotions he said he remembered feeling. Listening to music on his head phones, he said he looked out into the pitch-black sky near the Pacific Ocean in Santa Cruz, Calif.

His fiancée had just broken up with him. They had been high school sweethearts. She went off to college in California, while he saved up enough money on the East Coast to go and join the love of his life. He said shortly after he joined his bride-to-be; he knew something (in their relationship) had changed.

"I knew things weren't the same anymore," he said. But what he didn't know was how his life took him from being happy and in love, a player on the football and wrestling teams and an honor roll student to standing on a cliff contemplating suicide.

This is a real story about a real soldier who asked to remain anonymous. Every year, more than 32,000 people in the United States kill themselves. Suicide accounts for 1.4 percent of deaths and is the ninth leading cause of death in the United States.

People attempt and commit suicide for many reasons: depression, medical and mental illness and unexpected losses that they think they cannot handle.

Signs of suicide

- Appears depressed; sad, tearful, hopeless
- Experiences poor appetite
- Threatens suicide
- Talks about wanting to die
- Shows changes in behavior, appearance, mood
- Abuses drugs
- Experienced significant loss
- Injures self deliberately
- Gives away possessions

According to G. Wade Rowatt, Ph.D., author of *Suicidal Behavior in the Military*, there are many myths about suicide that make matters worse such as:

- Suicidal persons are mentally ill or crazy
- If they talk about it, they will not do it
- Those who threaten and attempt aren't serious
- Most people give no warning
- Once a person decides, nothing can stop them

The soldier mentioned earlier was stopped. "I looked out of the corner of my eye and saw a lady sitting behind me," he said. "She asked, 'what are you doing?'" He said the woman just started talking to him.

"I can't remember the exact conversation, I just remember that we were talking." He said that throughout the course of the conversation, he decided to move away from the cliff and not to jump.

Sitting at his desk now, 13 years later, he picked up a picture of his wife and children; stared at it and sighed. Then he passed the photo forward, "look at my family. Look at my beautiful family," he said. "God works in mysterious ways. I think of that lady who sat in back of me as an angel. I thank God nothing did happen."



Rutledge is the public affairs NCO at Headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, VA.

Tips on what to do:

- Ask, "are you thinking about hurting yourself?"
- Intervene immediately
- Don't keep it a secret
- Locate help such as staff duty officer, chaplain, doctor, nurse, friend, family, crisis line, hospital emergency.
- Inform the chain of command of the situation.
- Find someone to stay with the person; don't leave the person alone, even for a minute.
- Get help immediately; a suicidal person needs immediate attention

Renovated Strike Zone opens at RAF Menwith Hill

Story and photo by Sgt. Lisa M. Simpson

The Strike Zone opened for business Jan. 27 at Royal Air Force Menwith Hill, North Yorkshire, United Kingdom. The bowling center opened on schedule and according to installation leaders, it was completed under budget.

Decorated with a bowling pin theme, the Strike Zone has a new menu, new look, and newly-trained staff.

"I really like the new look," said Rebecca Garcia of occupational health services. "The Strike Zone is much lighter, more open, and I like the music in the background. Unlike Uncle Sam's (the former snack bar) where the music was often too loud, the soft music now adds to the ambiance."

The Strike Zone is a new food and beverage concept finding its way into U.S. Army Morale, Welfare and Recreation activities world-wide, according to a representative from Menwith Hill's Morale, Welfare and Recreation (MWR) activities. As with any franchise, the Strike Zone name means that certain standards will be followed.

"The Strike Zone has a high standard for cleanliness, appearance and food preparation," an MWR spokesperson said. "CFSC (Community and Family Support Center) sent a team here to train us on how the Strike Zone operates. The way our agreement with them works, the Strike Zone team has an open door policy with Menwith Hill. We can be visited at any time to make sure that we are maintaining the standard."

The Strike Zone continues to offer a variety of quick-serve food items for breakfast, lunch and dinner, plus snacks. The new menu offers more salads and healthy food options.

Prior to the grand opening, the Strike Zone staff invited a few members of the Menwith Hill community to sample the food, for two reasons.

Restaurants often have what is called a soft opening: a type of rehearsal for the actual grand opening.

"The staff gets the opportunity to practice making the food in a real-time situation," said Mark Sullivan, with Menwith Hill's morale, welfare and recreation activity. "It is really good training to get to work the register and cook the food for an actual crowd."

The other reason was marketing. "The community members ate a free meal and filled out comment cards," said

Sean Stewart, morale, welfare and recreation marketing manager. "Because the food was free, people gave honest answers about the quality of the food, which will help the staff prepare the food better."

Among those who offered feedback was Spc. Jose Nuno, U.S. Army, 713th Military Intelligence Group: "I liked the food, and I would eat here even if it wasn't free. I especially liked the buffalo chicken tenders and the French fries."



The recently renovated Strike Zone bowling center at Royal Air Force Menwith Hill, North Yorkshire, England, is a new food and beverage concept finding its way into U.S. Army Morale, Welfare and Recreation Activities worldwide.

The number of bowling lanes remained the same, according to Strike Zone staff member Simon Rose, because the width of the facility could not be expanded. The lanes were refurbished with a plastic coating on top of the wood to help the balls slide down faster. All the lanes now feature automatic scoring.

At least 400 patrons attended the official opening festivities, including 11 mayors from the surrounding towns and villages. As guests bowled free, the cosmic lights flashed and the sound system played high energy music. Soldiers and families took advantage of the free buffet featuring the Strike Zone menu.



Simpson is the editor of Station Break at RAF Menwith Hill, North Yorkshire, England.



Setting up the Maypole

Community members in traditional dress "jockey" the Maypole into position. (Photo by Keith Frazer)

By Shirley K. Startzman

In Germany, the spirited Bavarian custom of setting up the Maypole continues. Members of Bad Aibling Station, Germany, recently hoisted their new blue-and-white striped "Maibaum" in the center of the station according to tradition. In the 16th century, villagers hand carved the Maypole and decorated it with pictures of the main buildings and the main crafts of a village.

It wasn't long before another custom appeared: stealing the Maypole, which can measure 40 feet in length, before it was set.

In the 16th century, young men from a nearby village would sneak into a town and take the Maypole, holding it for "ransom." To prevent this, the town members guard the pole until it is set. A "stolen" Maypole could be exchanged for a barrel of beer and a good meal (Brotzeit).

Rumor has it the previous Maypole at Bad Aibling Station was taken tem-

porarily by a rival service. Col. Larry P. Hall, commander of the 718th MI Group, took personal protective measures to prevent this year's Maypole from "disappearing."



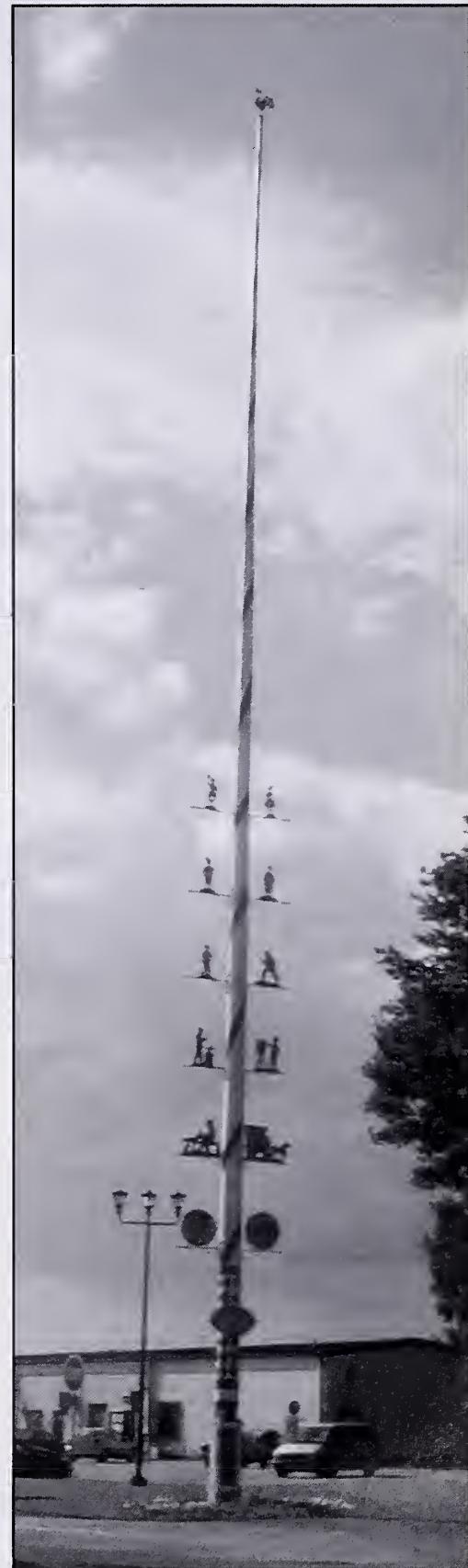
Startzman is the public affairs specialist at INSCOM headquarters, Fort Belvoir, Va.



Community members use additional poles to lift and "set" the Maypole. (Photo by Keith Frazer)



Col. Larry P. Hall, commander of the 718th MI Group, carries the Maypole's tip toward the center of Bad Aibling Station. (Photo by Keith Frazer)



The Maypole stands at the center of Bad Aibling Station. (Photo by Connie Parker)



The 3d MI Battalion, 501st MI Brigade operates six RC-12H aircraft and two RC-12D aircraft in Korea. (501st MI Brigade photo)

Guardrail rules!

By Chief Warrant Officer
Chuck Sutton

Company B, 3d MI Battalion (Aerial Exploitation) is home to the Guardrail common sensor system 3 platform. A part of the 501st MI Brigade, it provides daily indications & warning support to the United States Forces Korea command with one of the most aggressive mission and flight hour programs within the Department of Defense.

Flight operations include eight (soon to be nine) RC-12D/H aircraft equipped with various data collection and location packages that provide crucial theater information and provide cueing for other intelligence disciplines. The battalion operations center manages all flight scheduling, pilot briefings and coordinates mission requirements with various commands.

Over 70 military intelligence soldiers collect, process, analyze and dis-

seminate time-sensitive tactical reports through theater and national communications networks. The integrated processing facility houses the key operational equipment in four processing vans. These vans are further connected via three data links, allowing for sensor control aboard a RC-12 aircraft. It also allows product dissemination via the commander's tactical terminal network to supported U. S. and Republic of Korea commands.

The battalion was selected in May 1998 to participate in an Office of Naval Research-sponsored advanced concept technology demonstration. This demonstration was conducted with battalion aircraft and unit operators to demonstrate a precision targeting system. Using this system, the unit operates successful cooperative missions that provide targeting information to the warfighter.

This advanced concept technology demonstration also allows the battal-

ion to integrate and test the Guardrail relay facility, a prototype mini-integrated processing facility. When Guardrail Relay Facility Phase I began, the unit received one S280 processing shelter. The unit has coordinated and conducted several aircraft/overhead cooperative operations using two operator positions within the S280 shelter and communication linkages.

The 3d Military Intelligence Battalion began Phase II integration soon after the completion of the PSTS advanced concept technology demonstration. Two additional S280 processing shelters contain the processing and link functions for Guardrail relay facility. The tactical link shelter uses downsized link interfaces to process and disseminate information through three tactical common data link dishes. These are significantly smaller than the current integrated processing facility integrated ground data link data link an-

tennas. In the future, the tactical common data link will allow down link of imagery data from the RC-7/Airborne Reconnaissance Low aircraft.

The tactical detection shelter contains the "brain" of the Guardrail relay facility providing all intelligence processors and local area network components. The unit coordinates testing with INSCOM and I2WD personnel to refine both operator and audio processing functions. Upon completion of all audio and software integration scheduled for late spring, Company B soldiers will begin operator training on the workstations. The unit is scheduled to begin operational evaluations of the Guardrail relay facility this June.

The Phase III period will continue from June through the second quarter of fiscal 01. This phase will provide additional capabilities to include adding an NT server onto the Guardrail relay facility local area network to enable unique mission requirements to be performed. Two additional shelters will be fielded during Phase III. A reporting shelter on a heavy HMMWV, will be fielded to allow Guardrail information reporting via a separately owned communications server processor and through the tactical reporting and intelligence exchange system. This shelter also provides a vast array of additional communications capability for connecting numerous networks both national and theater. The final portions of Phase III include system accreditation, further operational assessments and obtaining material release.

The fielding of the Guardrail relay facility will downsize the current integrated processing facility while providing significant operational capability improvements. These improvements give the Commander-in-Chief, United States Forces Korea, a more mobile and reliable intelligence asset. The joint efforts of INSCOM, the Guardrail project manager and the unit to develop, build and integrate the Guardrail relay facility has benefited

Guardrail program managers. They have a test bed for new technologies being considered for the mini-integrated processing facility.

Throughout this process, the soldiers of Company B, 3d Military Intelligence Battalion (Aerial Exploitation) have been key contributors to the process and integration. They consistently proved their ability to be a key test bed for new technol-

ogy concepts and demonstrations while performing the most aggressive indications and warning mission in the aerial exploitation community.



Sutton is assigned to the 3d Military Intelligence Battalion, 501st Military Intelligence Brigade, in Seoul, South Korea.

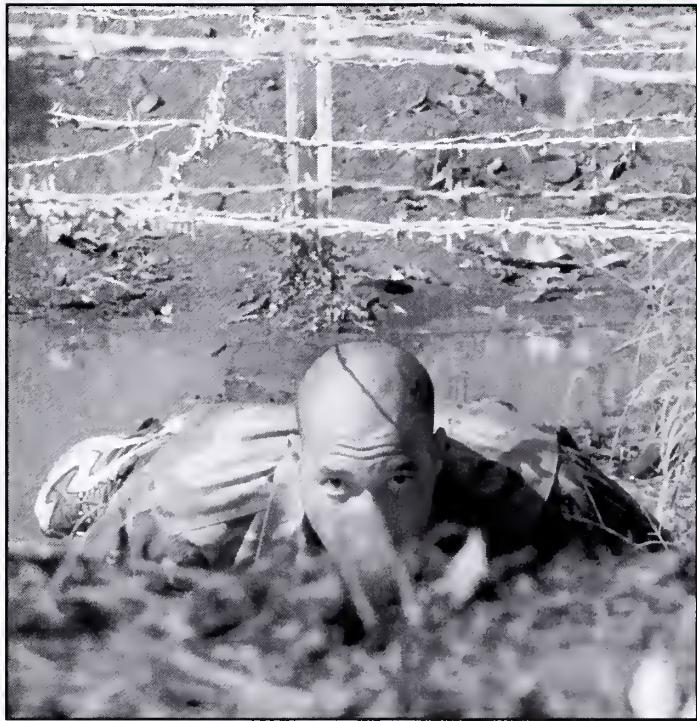


Company B soldiers prepare to operate Guardrail Relay Facility Workstations.
(501s Mi Brigade photo)



The existing four 40 foot vans that make up the Integrated Processing Facility.
(501s Mi Brigade photo)

shots fro



Sgt. Matthew Long, information management office, 703rd MI Brigade, makes his way under the wire at a recent obstacle course. (Photo by Sgt. Janis Levonitis)



INSCOM commander listens as an officer from the 513th MI Group explains the down range plan. (SOUTHCOM photo)



Maj. Gen. Robert W. Noonan Jr. (foreground), INSCOM commander, leads 513th MI Brigade soldiers in 40 push-ups and “one for the Ranger in the sky.” (Photo by Maj. Gary Tallman)

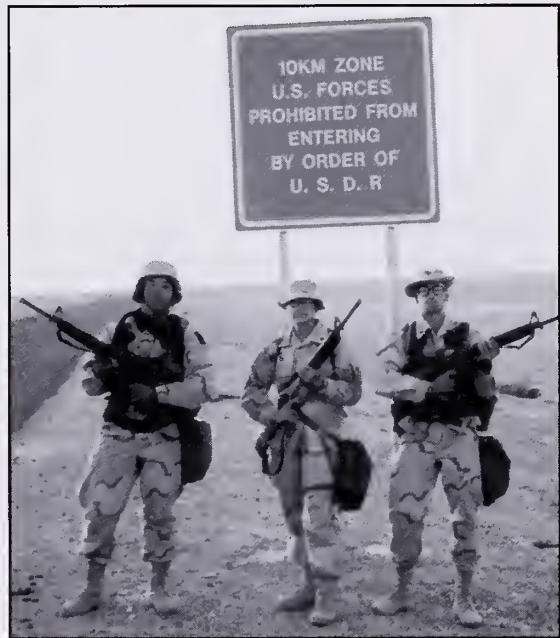


Capt. Linda Stuart, HHC 501st Military Intelligence Brigade, observes a soldier conducting intelligence analysis in the field. (Photo by Sgt. Stephen F. Pizzini)

m the field



Sgt. 1st Class Dorothy R. Hartsfield (right) explains a procedure to Staff Sgt. J. D. Walker in the Information Dominance Center, Land Information Warfare Center. (Photo by Bob Bills)



Members of the 513th MI Brigade stand before a road sign in Kuwait. (Photo by Maj. Gary Tallman)



Sgt. Kimberly Krout (left), USAREUR Blood Donor Center, prepares Pfc. Matthew Ogdon (right) to donate blood at Bad Aibling Station, Germany, as Caryl Green (center) completes her donation. (Photo courtesy Bad Aibling Station)



Soldiers and airmen of the Joint Honor Guard stand at attention as a wreath is laid in Vigilance Park, Fort George G. Meade, Md. The wreath laying was part of the Armed Forces Week celebration by the 704th MI Brigade and National Security Agency last year. (Photo by 704th MI Brigade)

Vietnamese boy becomes American soldier

By Sgt. Janis Levonitis

A sense of adventure took a 9-year-old boy from South Vietnam on a journey that changed his life forever.

Fifteen years ago, Sgt. Danh Dinh, who now works in the information management office, 703rd MI Brigade, lived in a small village in Vietnam. His father, Khoan, once a teacher, was forced into farming by the Vietnamese government after 1975. During the Vietnam War, his father fought with the Americans; farming was his punishment.

Dinh said his father wanted more for his family. He wanted his children to have more than a sixth grade education and he knew his children would never have that opportunity in Vietnam.

When he was 8-years-old, Dinh's family made several failed attempts to escape Vietnam.

On the third attempt, Dinh, his 21-year-old uncle, Tai, and his 13-year-old sister, Thuy, became the first family members to succeed.

"I have always had a sense of adventure. I always wanted to go different places and try different things," said Dinh. "I wanted to have fun, and my parents took advantage of my adventurous nature to get me out of Vietnam."

Dinh recalls the night he fled Vietnam.

"I didn't know we were leaving, I didn't get to tell my grandparents or my friends goodbye. My parents just woke me up and told me to grab some clothes. We drove a half a day to the beach and boarded a small fishing boat at night and we pretended to fish until the big boat arrived," Dinh said.

Dinh said Thai fishermen helped them during their journey by giving them food and water. Most of the people were very helpful, he added.

After three days and nights in a

leaking boat with very little water and food, Dinh's group arrived at Thailand. As they approached the coast, their boat began to take on more water. A larger boat arrived and took the travelers aboard. They began towing the small boat in which they had made their long journey, but it sank before they could get it to shore, Dinh said.

It was two and a half years before Dinh was reunited with his parents and three other sisters.



Sgt. Danh Dinh, Headquarters, Headquarters Company, 703rd MI Brigade, teaches a class on SQL database. Dinh designed the database.

"I did not think I would ever see my parents and other sisters again," he said.

Because he and Thuy were minors, they could not receive sponsorship in another country. Dinh and his sister waited, not knowing whether they would ever see their parents again or what the future held for them, he said.

Then one day everything changed.

"They had loud speakers in the refugee camp and they announced my parent's names on the speaker. It was such a big surprise for us. It is not in the Vietnamese culture to hug or cry, but I was very excited and so happy to see my family again," he said.

Things were looking up for Dinh and his family, but life in the refugee camp was not easy.



"Life in the refugee camp was very hard. Food was provided each day, but it was not very much—enough to keep us alive. The water truck would come by once a day and we were allowed one bucket of water—that one bucket was for drinking, cooking, cleaning and bathing," Dinh said.

"There were nine of us living in one small room. We used oil lamps for lights, and we had a stove outside that we would use charcoal or wood to cook with," Dinh said.

In addition to sparse living conditions, Dinh missed three years of education during his stay in the refugee camps.

Finally, Dinh said a church in Arkansas offered to sponsor his family. His family traveled to the Philippines, spending the next six months learning Basic English and a little about the American culture.

When they arrived in Arkansas, they found a home waiting for them.

"We went from using oil lamps to having lights everywhere and from cooking with wood to an electric stove," Dinh said. "And plenty of water and food," he added.

Less than a month after arriving, the church helped Dinh's father get a job—one he still has today, Dinh said. His mother, Tam, also entered the work force.

"The church arranged for a lady to visit every night and teach us English and help us integrate into American society," he said.

"I was so young, I was not scared—but my parents—they felt like they were deaf and mute. They were in a new culture where people couldn't understand what you said and where you didn't know what other people were saying to you," said Dinh.

"It was two years after coming to America that we really started fitting in—church, school, everything.

Having missed so much school, Dinh was placed in the seventh grade.

"The teachers helped me a lot—they wanted me to fit into American culture so they treated me the same as the other kids," Dinh said smiling.

Dinh was active in the Boy Scouts of America program and the number one tennis player for his high school. After graduating from high school, he attended St. Meinrad College in Indiana, studying philosophy for two years. It was there that Dinh decided to join the Army.

"My parents were very upset because the whole goal for coming to America was for my education. I promised my parents I would finish my education while in the Army," he said.

Dinh entered the Army on Oct. 1, 1997, as a 74B, an information systems operator analyst. Before he finished his first duty assignment, Dinh graduated from Hawaii Pacific University on Aug. 19, 1999, earning a bachelor's degree in computer science and a 3.8 GPA.

"My parents are very proud," he said. "I have been in many countries. However, America is the best country I have lived in. People are free to do whatever they want, and everyone has the opportunity to excel."

"People sometimes lose sight of what a great country this is, there is so much to be grateful for," said Dinh.

Dinh left the 703rd MI Brigade in April to work as a Vietnamese linguist at Camp Smith, Hawaii, for Joint Task Force Full Accounting.

"I will get to go back to Vietnam and work for the American government. I can leave whenever I want—rather than have to escape in the middle of the night without getting to say goodbye to my friends and relatives," Dinh said with a grin.



Levonitis is the public affairs NCO at the 703rd MI Brigade, Fort Shafter, Hawaii.

Army's highest ranking female retires

Lt. Gen. Claudia J. Kennedy served as Army's first female Deputy Chief of Staff for Intelligence

By Laura Bonner

Lt. Gen. Claudia J. Kennedy, who rose to be the Army's highest ranking woman ever in uniform, officially retired June 2 at a ceremony in the Pentagon courtyard, in front of family members, co-workers and friends.

"The Army ad says, 'Be all you can be,'" Kennedy said. "Today I can honestly tell you that I have been all I could be. I have risen farther than I had ever dared to hope. All I wanted to do was to be a leader and to serve my country. I never dreamed there would be stars on my shoulders."

Kennedy's assignments included Korea, Germany, Japan, Hawaii and the Pentagon. According to Secretary of the Army Louis Caldera, Kennedy has been leading America's soldiers since the beginning of her career.

"She is a caring, compassionate and talented leader who always met the highest standards of excellence in every job she has ever done," Caldera said.

"Kennedy's retirement will be a great loss to the Army. She is always positive, always upbeat and always gracious," said Maj. Gen. John G. Meyer Jr., the Army's chief of public affairs. "She has had a tough job being the highest ranking female in the Army. She has set a standard and has stuck to it."

Kennedy was born in Frankfurt, Germany. She received a bachelor's degree in philosophy from Southwestern at Memphis in June 1969. Upon graduation, while the United States was engaged in the Vietnam War, her father commissioned her as a second lieutenant in the U.S. Army.

"I came into the military during the Vietnam era, and I felt it was important for women to serve in the Army just as the men were doing," Kennedy said. "I did not think women should be exempted when men were not exempted."

Her career began with staff assignments at Fort Devens, Mass., and a recruiting assignment in Concord, N.H. She also held positions as strategic intelligence officer, 501st Military Intelligence Brigade, INSCOM, U.S. Army, Korea; director, Intelligence, G-2, Forces Command, Fort McPherson, Ga.; and deputy commander, U.S. Army Intelligence School, Fort Huachuca, Ariz.

"After her company command at United States Women's Army Corps Center School, Fort McClellan, Ala., the Army began to realize what countless soldiers had already witnessed firsthand: that in Claudia Kennedy, they had a brilliant, compassionate and devoted officer with a tremendous amount to offer the Army. She met and exceeded the expectations of all who knew her," said Caldera.

"She is not only a role model for servicewomen of our armed forces, but to girls and women across our nation, no matter what their professions and aspirations," Caldera said.

Kennedy said the Army is a cohesive collection of soldiers who share special bonds across many dimensions.

"I anticipate maintaining these bonds with my co-workers and friends and strengthening the green Army fabric that makes us so great," she said.

"So as I think about today being the beginning of the rest of my life — a life that will continue to include the Army, but in a different way — I'm also look-



Lt. Gen. Claudia J. Kennedy
(U.S. Army photo)

ing to those men and women who are the next generation of leaders: the first woman to break the four-star barrier, the first woman to be the sergeant major of the Army and the first woman to head the Defense Department," said Kennedy.

Kennedy told her audience it is the next generation that will carry the nation into the next century and into this new millennium.

Kennedy held a variety of command and staff positions throughout her career, including commander, 3rd Operations Battalion, U.S. Army Field Station, Augsburg, Germany; commander, San Antonio Recruiting Battalion; and commander, 703rd Military Intelligence Brigade, Field Station Kunia, U.S. Army Intelligence and Security Command.

During her career, Kennedy received the Legion of Merit (three oak leaf clusters), the Defense Meritorious Service Medal, the Army Meritorious Service Medal (three oak leaf clusters), the Army Commendation Medal (three oak leaf clusters), and the Army Staff Identification Badge.

Kennedy's ceremony was attended by her mother Jean Kennedy, her brother and other family members.



Bonner is a member of the Pentagram newspaper staff.

Army Birthday

From Secretary of the Army Louis Caldera and Army Chief of Staff Eric K. Shinseki

At the dawn of a new century and a new millennium, we can look back with pride at The Army's 225 years of service to the Nation. The birth of the Army in 1775 was the prelude to the birth of freedom the following year, when our nation was born. For over two centuries The Army courageously fought our country's wars and served honorably in peace. As we enter a new millennium, we can be proud of our history and of the Army's achievements. Thanks to American soldiers, freedom's light shines as a beacon throughout the world.

The Army has always had a non-negotiable contract with the American people to fight and win the Nation's wars. General Douglas MacArthur said it best in a 1962 address at the United States Military Academy: "Yours is the profession of arms, the will to win, the sure knowledge that in war there is no substitute for victory—and that if we fail, the Nation will be destroyed." Today, victory has many faces, and each face reflects the accomplishments of the American soldier.

Today's victories mean more than destroying an opponent. The face of victory in the 21st century is a child who



Maj. Gen. Robert W. Noonan, Jr. (center) brandished a saber to cut INSCOM's Army Birthday/Flag Day cake to the delight of visiting second graders from Fort Belvoir Elementary School. Noonan was assisted by oldest and youngest civilians and soldiers at INSCOM headquarters. Pictured LtoR are: Jermell Cook (youngest civilian), Evan Triandafilou (oldest civilian), Noonan, Spc. Stephen Irwin (youngest soldier) and Chief Warrant Officer Duane L. Haneckow (oldest soldier). (Photo by Bob Bills)

can safely walk in a Balkan village square or go to school because American soldiers are there. It shines in the face of a victim of a mudslide in South America or a hurricane in Honduras, who can drink safe water because American soldiers are there. The face of victory is also the face of an American soldier standing guard in Korea, whose presence keeps aggressors at bay.

The key to the Army's success is our flexibility and willingness to change, to meet the world as it is, without altering

the core competencies that make the Army the best fighting force in the world. You are the best Army in the world. As we undergo a dynamic transformation over the next decade, you will continue to be respected by allies, feared by opponents, and honored and esteemed by the American people. Your courage, dedication to duty and selfless service to the Nation is the hallmark you, the soldiers of the United States Army, carry into the 21st century.



OPD examines the role of ethics in today's Army

By Staff Sgt. James Core

500th Military Intelligence Group officers, senior NCOs and civilians at Camp Zama have been attending Officer Professional Development sessions focused on ethics.

Lt. Col. Peter D. Fromm, acting deputy chief of staff for personnel, U.S. Army Japan, is instructing nine sessions through June. Fromm taught ethics at the United States Military Academy at West Point, N.Y. for six years and holds a master's degree in philosophy.

Fromm said the OPD sessions examine the Just War Tradition, the basis on which nations seek to justify going to war and the norms for fighting wars morally. He said he hopes his classes will be enjoyable but he also wants to stimulate serious discussion.

Attendees were required to read two textbooks before the OPDs began Jan. 19. The sessions include such topics as Military Ethics, Laws and Customs; Ethical Theories, Professional Ethics; Military Honor and the Laws of War; Moral Realities of War and Army Values and Moral Leadership.

Fromm said the Ethics course was instituted at West Point because of moral failures recognized during the Vietnam War.

"The course at West Point was a direct result of studies of the My Lai Massacre and what the Army could do to improve officers' understanding of the Just War Tradition," he said.

Angry and frustrated men of Company C, 11th Brigade, American Division, entered the Vietnamese village of My

Pre-Philosophical Thought
VS RATIONAL MORALITY

- * WHY BOTHER: You SHOULD HAVE GOOD REASONS FOR WHAT YOU BELIEVE.
- * MORAL TRUTH IS NOT EASY
- * REASON VS CULTURAL RELATIVISM
- * REASON VS SUBJECTIVISM
- * PERSON VS DIVINE COMMAND
 - o PLATO'S EUTHYPHRO
 - o CHRISTIANITY & JEW (AN EXAMPLE)

Lt. Col. Peter D. Fromm teaches a series of nine professional development sessions focusing on ethics. (Photo by Staff Sgt. James Core)

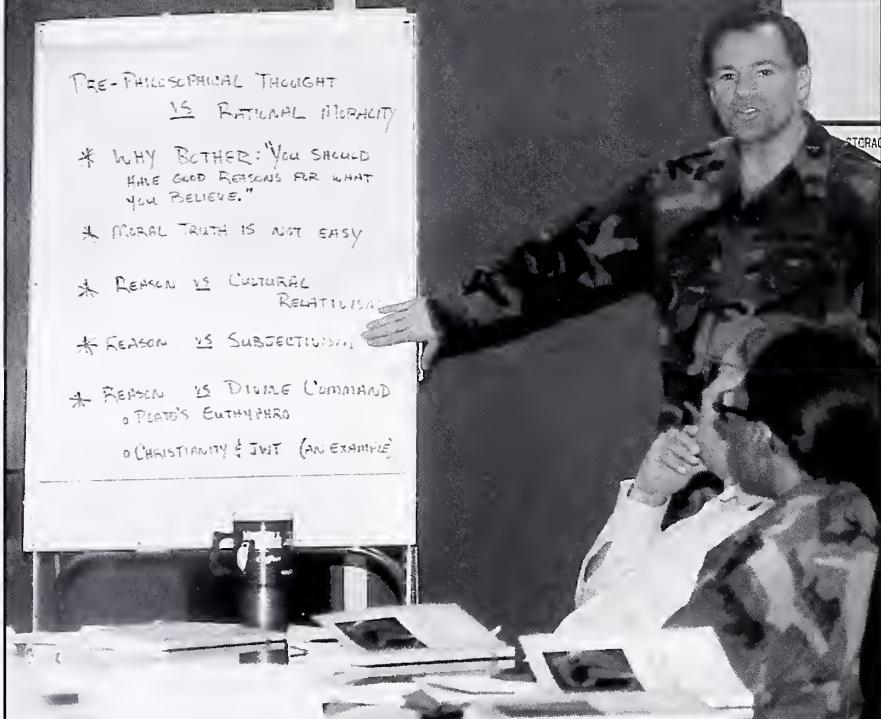
Lai on March 16, 1968 on a "search and destroy" mission under the command of Lt. William Calley.

Numerous members of Company C had been maimed or killed in the area during the preceding weeks, and the mission soon degenerated into the massacre of over 300 apparently unarmed women, children and elderly. Calley ordered his men to enter the village firing despite no reports of opposition. Some soldiers refused to obey Calley's order to murder the noncombatants in the village. The incident sent shock waves across America when it was finally exposed.

Today, new ethical challenges face our Army as it relies more on technology and is involved in an increasing number of peacekeeping operations. Some critics in the media have said the military is being too cautious in its approach to accomplishing these missions. For example, some believe leaders are too hesitant to take action with the troops we already have on the ground. The term "casualty aversion" has been coined to describe the strategy of minimizing casualties by minimizing risks. Some fault this as having a negative effect on soldiers' ethos.

Although he does not think the Army has fallen into using such a strategy, Fromm said that as combatants, soldiers ought to take the risks and not pass those risks on to noncombatants, even enemy noncombatants.

"This demonstrates a lack of courage," he said, "and courage is what is supposed to give soldiers honor. Societies have respected the fact that soldiers face danger to protect those who cannot protect themselves. It really



doesn't matter if the people soldiers protect are civilians—enemy or friendly—or POWs; they are all noncombatants. Soldiers have an obligation to defend them."

However, he does not agree with those who would have U.S. soldiers and others exposed to dangerous situations unnecessarily.

"It is still morally important that commanders conduct operations with tactical sense instead of with the lives of their soldiers," Fromm said. "Historically, the best commanders have not tolerated unnecessary loss of life; they've relied on hard work and good tactics. In this sense, professional competence is a moral responsibility."

He said ethics is an area not often stressed by soldiers and their leaders in the context of combat operations. He said the mission of a soldier is usually to kill but that there are other responsibilities. For example, he thinks the treatment of noncombatants and wounded enemy soldiers isn't emphasized enough in training. He said he would like to see leaders take a different approach to the discussion of right and wrong as it pertains to the use of force. He said Rules of Engagement and the Law of Land Warfare (FM 27-10), for example, necessarily speak in legal terms, not moral terms, and that the internalization of the moral foundations of those laws is important.

He said the consideration of profession-specific ethics plays a large role in other professions such as medicine and law enforcement, and the Army should be no different. The Army has become very educated about sexual ethics, which has no connection to the application of force, but does little to stress the traditional warrior ethos. Fromm said it is even more important today to educate soldiers on the moral implications of wielding force because populations have replaced terrain as the focus of operations.

Fromm said he believes the role of ethics is going to require a greater consideration as technology develops in the form of non-lethal weapons for PKO missions and as soldiers start to operate more independently.

"Leaders and soldiers have a moral responsibility for all those their decisions affect."

Fromm said U.S. soldiers were taught to think of the enemy as non-human in the past. However, he said this is not a morally healthy attitude.

"The truth is, by objectifying the enemy as we did the Japanese in World War II, we are undermining the Just War Tradition," he said. "Soldiers should always respect their enemy. To dehumanize the enemy is to invite war crimes. We'll never be consistent with our avowed values unless we respect the enemy, unless we think of these

people as having human dignity—unlike what we have sometimes taught soldiers in the past."

Fromm said our Army has tremendous lethal force and that even the uniforms we wear are designed for killing. He said our presence alone therefore conveys a message of a force to be reckoned with. He said that presence of force alone saddles soldiers with a heavy moral responsibility.

"The potential power that soldiers bring with them implies an immense obligation towards the people potentially on the other end of the weapons," Fromm said.

He said a deep sense of respect towards the enemy existed in ancient Greece. At that time it was considered dishonorable to spear a withdrawing enemy in the back. Fromm credits some of the leaders of Desert Storm for displaying the same principled approach in their reluctance to pursue the defeated Iraqis with lethal force.

Fromm said knowledge is the key to having a force prepared with good ethical sense.

"The bottom line is," he said, "you should have good reasons for what you believe. From an ethical perspective, this means understanding and knowing why some actions are wrong, not merely knowing that the law says that action is wrong."

Fromm said many German soldiers were executed during World War II because they refused to obey orders to commit war crimes. Even though these soldiers knew the consequences of disobeying their leaders, many of them would not murder non-combatants.

"These are the type of soldiers who really live up to the warrior ethos," he said.

Fromm said U.S. soldiers are expected to disobey unlawful orders.

"Obedience to orders is not a moral virtue," he said. "Obedience in some armies is the highest moral object; however, this is an error because obedience has no moral value. Obedience to authority has value only when it leads to moral ends, when, in the verbiage of the Army, it involves legal orders. Soldiers need to understand their ethical obligations in a moral sense to know what are legal orders. If an order seems morally problematic, it is likely illegal. Soldiers, and especially the leaders, need to be able to sense when an order is lawful. The American people expect their soldiers to be more than just tools."



Core is the public affairs NCO for the 500th MI Group at Camp Zama, Japan.

Derrick named U.S. Army Japan Soldier of Quarter

Congratulations to Spc. Maricella Derrick on being named U. S. Army Japan Soldier of the Quarter in a ceremony Feb. 4 at Camp Zama, Japan. Derrick, an interrogator with the Counterintelligence Detachment-Japan, 500th Military Intelligence Group, received the award from Command Sgt. Maj. Jeffrey Mellinger, command sergeant major, U. S. Army Japan and Command Sgt. Maj. Lonnie Bristol, command sergeant major, 500th Military Intelligence Group. (*Submitted by Staff Sgt. James Core*)

Honorary MI Corps Sergeant Major named

Congratulations to former INSCOM Command Sgt. Maj. (Ret.) Sterling T. McCormick on being installed as the Honorary Military Intelligence Corps Sergeant Major in ceremonies conducted at Fort Huachuca, Ariz. June 30. McCormick, retired from active duty as the INSCOM Command Sergeant Major. His military career spanned 30 years of exceptional service to the soldiers and the Corps. McCormick was inducted into the MI Hall of Fame during the same ceremony. (*Contributed by Lt. Col. (Ret.) James A. Chambers*)



Cmd. Sgt. Maj. (Ret.)
Sterling T. McCormick

MI Hall of Famers Inducted

In a ceremony June 30 at Fort Huachuca, Ariz., the following members were inducted into the 1999 MI Hall of Fame: Col. (Ret.) John A. (Jack) Pattison (Honorary MI Colonel), Theodor Hans, Maj. Charles D. McKee (Deceased), outgoing Honorary Sergeant Major of the Military Intelligence Corps Command Sergeant Major (Ret.) David Klehn, Chief Warrant Officer Sherman C. Reagan (Deceased) and Command Sgt. Maj. (Ret.) Sterling T. McCormick (Honorary MI Command Sergeant Major). Maj. Gen. John D. Thomas Jr., commander of the U.S. Army Intelligence Center and Fort Huachuca conducted the ceremony.

Cozzens nominated

Capt. Cameron Cozzens was selected as the Intelligence and Security Command nominee for the General Douglas MacArthur Leadership Award for 1999.

Cozzens, commander of Counterintelligence Detachment-Japan, 500th Military Intelligence Group, competed for one of 12 awards from a field of 24 nominees. Although he was not named



Capt. Cameron Cozzens

as a final recipient, Lt. Col. Mary E. Matthews, deputy commander of the 500th MI Group, said Cozzens was chosen to represent INSCOM for several reasons.

"Capt. Cozzens manages to balance a dynamic, energetic leadership style with detailed operational expertise. At the same time, he's heavily involved in several support activities within the Camp Zama community," she explained. "In short, I'm not sure he ever sleeps." (*Submitted by Staff Sgt. James Core*)

Drilling IMAs needed

Lt. Col. Philip Rasmussen, deputy Army commander, Joint Reserve Intelligence Unit, The J2, Pentagon, is recruiting against 30 Drilling Individual Mobilization Augment (DIMA) 03/04 35B Strategic Intelligence Officer billets available Oct. 1. Officers will work as regional desk officers in the Na-



Guard, Reserve show appreciation

Gail G. McGraw (center) shows the certificate of appreciation she received on behalf of the National Committee for Employer Support of the Guard and Reserve for distinguished contributions to Reserve forces. The certificate was presented for her outstanding support to the Reserve personnel by U.S. Navy Rear Admiral Jacoby (not pictured), The J2, and U.S. Air Force Reserve Col. Robert Lindseth (above left). Lindseth is the commander of the Joint Reserve Intelligence Unit. Lt. Col. Philip Rasmussen (above left) nominated McGraw for the award. He is the deputy Army commander, Joint Reserve Intelligence Unit, The J2, Pentagon. McGraw is the new awards team leader, directorate of contracting, headquarters INSCOM. (*Submitted by Lt. Col. Philip Rasmussen*)

tional Military Joint Intelligence Center, Pentagon. Officers must live within local commuting distance of the Pentagon. The Army Reserve needs a strategic intelligence officer 35B/FA34 Post Graduate Intelligence Program, to include the Master of Science in Strategic Intelligence. Officers in the rank of major must complete 50 percent of Command and General Staff College. Individuals who are strategic intelligence officers 35B or willing to work towards 35B must send military biographies to pcrasmu@vulcan.belvoir.army.mil.
(Submitted by Lt. Col. Philip Rasmussen)

'GED Plus' and 'College First' programs announced

Secretary of the Army Louis Caldera, Army Chief of Staff Gen. Eric K. Shinseki and Sergeant Major of the Army Robert E. Hall announced the Army's two new pilot programs on Feb 3. The programs are designed to increase educational opportunities for Americans who serve in the Army and to open new recruiting markets.

The two pilot programs are "GED Plus - the Army's High School Completion Program" and "College First." Both will be offered to recruits coming into the Army on or after Feb. 3 and will run through Sept. 30, 2003.

"GED Plus - the Army's High School Completion Program" will be open to as many as 6,000 non-high school graduates annually — about 4,000 active component and 2,000 reserve component recruits. It is open to graduates who score in the top half of the country on the Armed Forces Qualification Tests and who score in the top 75 percent on the Assessment of Individual Motivation test. The Army will sponsor applicants to complete an attendance-based General Educational Development program while the individual serves in the Army's Delayed Entry Program.

"College First" offers college-bound men and women the option to enlist, attend college, then serve a term of service in the U.S. Army. The Army is allowing participants to attend college for up to two years while the individual serves in the Army's Delayed Entry Program or in a drilling reserve status. Individuals in the Delayed Entry Program also will receive a monthly allowance of \$150.

For more information, access web site <http://www.dtic.mil/armylink>. (*ArmyLINK news release #00-005*)

ANTHRAX improves program education

The Anthrax Vaccine Immunization Program Agency announced four improvements in getting the word out about the vaccine education program.

The first is a 23-minute video to be distributed by late April or early May. Col. Randy Randolph, director, said the video includes information about the threat anthrax poses to U.S. service members, the lethality of anthrax, and the vaccine's safety, as well as addressing rumors circulating and damag-

ing the program's credibility. Designed with 18- to 25-year-olds in mind, it will be mandatory viewing for all service members within fiscal 2000.

The second, a toll-free information line, 1-877-GET-VACC, began last summer. Program experts man it Monday through Friday from 8 a.m. to 6 p.m. Eastern time.

The third, a new Internet site at www.anthrax.osd.mil, is on line. Randolph said the site incorporates visitors' feedback and suggestions.

The agency's fourth step is to add a public e-mail address to contact program officials. Individuals can e-mail comments, questions and concerns to avip@otsg.amedd.army.mil.

(Submitted by Staff Sgt. Kathleen T. Rhem, American Forces Press Service)

Secretary Cohen clarifies food stamp benefits

According to Secretary of Defense William S. Cohen, recent reports describing proposals to amend eligibility requirements for military members receiving food stamps, the reports sent mixed signals to a variety of people, most importantly service members.

"Let me set the record straight," said Cohen. "This issue is about equity for our people. I support military men and women receiving every federal benefit to which they are entitled. Current Department of Agriculture rules allow military members residing in on-base housing to frequently qualify for food stamps, while their peers receiving a cash housing allowance and renting quarters in the private sector do not. I think this is wrong. I will work with the Agriculture Department leadership to amend current rules so as to exclude the cash housing allowance paid to our people living off-base from the computation for eligibility. This will provide the equity in pay and benefits we must maintain, while retaining the food stamp benefit for those who truly need it," he said.
(OASD Press release #197-00)

INSCOM HQ Celebrates Black History Month

Charlene Drew Jarvis (above) spoke to a packed crowd at the Fort Belvoir Officer's Club as part of INSCOM's Black History Month celebration. Chair Pro Tempore and a member of the Council of the District of Columbia, Jarvis was the featured speaker for the event. *(Photo by Steve Rusch)*





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FLARE

Inside the Journal



Words may be read straight across, backward, up, down or diagonally.

The solution is on page 13.

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MICEP	TRAINING	REMEMBRANCE	QUALITYINITIATIVES
SIMULATION	REENLISTMENT	STRATEGIC	ARMEDFORCESDAY
TANDEMJUMP	STRIKEZONE	MULTIDISCIPLINED	INFORMATIONDOMINANCE
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SUPPORTTOCI	TECHNICALPROTECTION	FORCEPROTECTION	INFOOPERATIONS
JOTA	FULLSPECTRUM	BATTLEFIELD	COMPUTERNETWORKATTACKS